

United States Army, Europe and 7th Army

Freedom's Expeditionary Force

EUR[★]ARMY

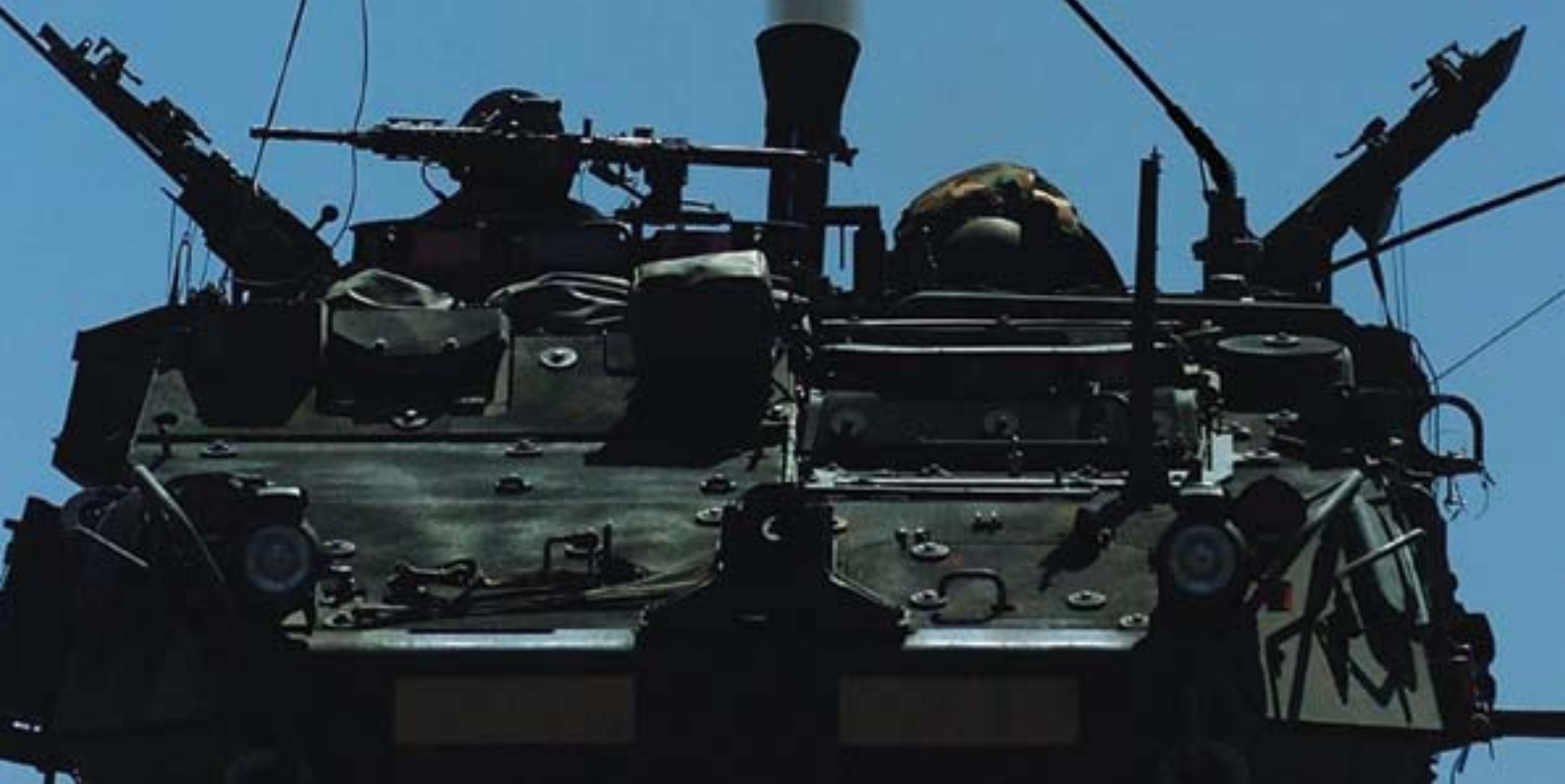
Volume 2, Issue 3

Summer 2006

Stryker in Germany

Plus:

- Combat Spouse Badge
- Army Housing: Is Build-to-Lease Better?



COMMANDER'S NOTES

On June 14, 2006, the U.S. Army celebrated 231 years of service to the nation. Since 1775, millions have worn the uniform and lived the Warrior Ethos. Soldiers understand that freedoms our nation guarantees are worth fighting for, and America's decision to put "boots on the ground" illustrates like no other action continued commitment to these ideals.

The top priority in USAREUR is winning the Global War on Terror. The Troopers of U.S. Army, Europe continue to put boots on the ground in Iraq and Afghanistan. Even as we welcome back the Soldiers of SETAF and the 173rd Airborne Brigade from their year-long deployment to Afghanistan, more than 14,500 USAREUR Soldiers remain deployed. I could not be more proud of these fine Soldiers and the family members who support them.

USAREUR is in the midst of transforming. A very significant and visible sign of transformation is the arrival of the 2nd Cavalry Regiment with its Stryker combat vehicles. Soldiers and family members began arriving in Vilseck, Germany in May. Vilseck is the ideal location for the 2nd Cavalry Regiment, adjacent to the Grafenwoehr/Hohenfels training area with its state-of-the-art ranges, large maneuver area and world-class opposing force. Soldiers of the 2nd Cavalry Regiment will conduct full spectrum training at home station with the capabilities of this premier training complex.

Transforming USAREUR also means redeploying selected units to the continental United States. The 1st Infantry Division – the Big Red One – cased its colors on July 6, ending a long and glorious European-stationed chapter in its history. As the Soldiers and family members of the Big Red One redeploy from Europe, I sincerely thank them for their contributions to the USAREUR family.

There are other ongoing transformation actions as well – 173rd Airborne Brigade is converting to the new Army modular brigade construct, and in Ansbach, the 12th Combat Aviation Brigade, with both fixed- and rotary-wing assets, is activating.

Recently, we announced the next phase of transformation actions. In fiscal year 2007 we will redeploy the 1st Brigade of the 1st Armored Division and the 3rd Corps Support Command to the continental United States. Over the next few years there will be other major transformation actions designed to give U.S. Army, Europe an Expeditionary Stance - the right capabilities geographically positioned to meet requirements for the commander, U.S. European Command.

We are committed to caring for Soldiers, family members, and civilian employees during transformation. By close coordination with Department of Defense Dependent Schools, Defense Commissary Agency, Army and Air



Force Exchange Service and other support organizations, we will sustain quality services as we restructure.

An assignment in Europe is clearly unmatched in the Army, combining outstanding training and cultural opportunities with a great environment in which to raise a family. I am proud of the Soldiers, civilians and family members of USAREUR for all they do every day to improve their communities. USAREUR is and will continue to be a great location for Soldiers and families.

A handwritten signature in black ink, appearing to read "D. McKiernan".

David D. McKiernan
General, USA
Commanding





photo by Arthur McQueen

Spouses, children and friends of Soldiers deployed with 1st Armored Division's 1st Brigade Combat Team turned out for the "Combat Spouse Badge Challenge" in Friedberg June 3.



Cover

photo by Jason Kaye, Fort Lewis Public Affairs

A 120 mm mortar round sails out of the tube of a Stryker MCV-B manned by Soldiers from the 1st Bn., 23rd Inf. during new equipment training at the Yakima Training Center.



Back Cover

photo by Karl Weisel, USAG Hessen Public Affairs

Kathryn Light (left), Carla King and another member of their squadron check for "insurgents" during the "Combat Spouse Badge Challenge" at Friedberg's Ray Barracks June 3.

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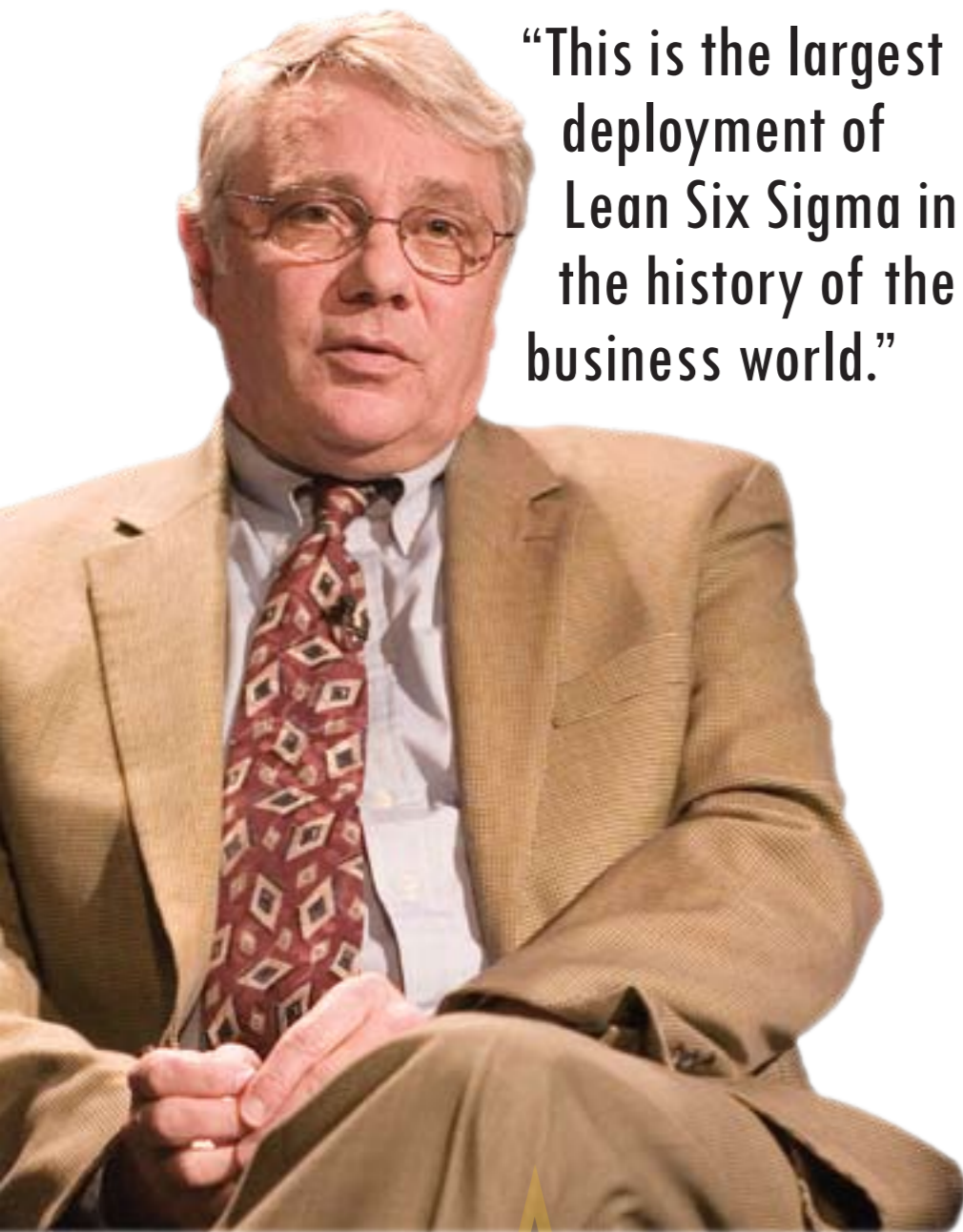
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“This is the largest deployment of Lean Six Sigma in the history of the business world.”

StraightTalk

Michael A. Kirby

Deputy Undersecretary of the Army
for Business Transformation

Michael A. Kirby, deputy undersecretary of the Army for business transformation, is working to integrate the Lean Six Sigma approach into Army processes and business practices. During a visit to Europe to brief senior Army leaders here, he spoke to **EURArmy** about what LSS means.

WHAT IS LEAN SIX SIGMA?

It is a top-down, bottom-up process that will affect the entire Army: active, Reserve, National Guard, uniformed, civilian, contractor base. It's top-down bottom up in the sense that you really learn and accomplish things by doing projects. It is not an academic approach, it is a real-work-related approach. So you have projects that solve your problems.

Some of those projects are generated from the top down. They are what we call enterprise-wide projects; they go across the whole organization. Others come from the bottom up, from the factory floor if you will – from the Soldier, from the squad, from the office cubicle. Those are just as valid. They are not as far-reaching, but the approach and the technique to solve those problems is exactly the same.

IS USAREUR A TEST SITE?

USAREUR is not a test. USAREUR is part of the mainstream of what we are doing. This is the largest deployment of Lean Six Sigma in the history of the business world, (applying) this aspect of management science to a bunch of management problems.

We are rolling the Army out top to bottom across all the major commands and staff sections of the headquarters. USAREUR is right in the middle of it with the rest of the Army.

USAREUR IS CURRENTLY UNDERGOING TRANSFORMATION AND A FAST-PACED DEPLOYMENT CYCLE. WHY DO THIS NOW?

The reason you have to do it now is because we are in this dynamic, complex environment. Lean Six Sigma is not an end unto itself. It is a way to manage the workload. In fact, it's a way to take unnecessary steps out of processes and a way to reduce the variability. So I think it's designed to help manage the workload during a very busy time.

The Army has three top priorities right now: to win the war, to build for the future – both of which USAREUR is integrally involved in – but the third one is to accelerate the pace of business transformation. Lean Six Sigma is a forcing function in that transformation; a way to help accomplish the other two goals: win the war and build the Army of the future.

WHAT IS A GREEN BELT, BLACK BELT, AND MASTER BLACK BELT?

Lean Six Sigma, as a discipline, comes with its own terminology and some of its own special characteristics. The “belts” are just a state of training, just as you can be a parachutist, or a master parachutist with more experience, in this case in handling more complex problems.

A green belt involves two weeks of training, and then a project, related to your work and approved by the leadership, designed to help the individual in his workplace. The person operates in a team, supervised by a black belt, who has two more weeks of training, and several projects under their belt.

A master black belt is really the pinnacle, with several years of experience, who has managed projects that have delivered successful results at some agreed-upon threshold, usually (involving) several hundreds of thousands of dollars in cost savings over a series of years. That is the strata we are looking at eventually developing.

My experience doing this in private industry is that after you apply the principals of Lean Six Sigma, and it becomes the way you solve complex problems, a lot of that “special” characteristic goes by the wayside, and it just becomes the way you do things. That is our goal in the Army.

WHAT ARE THE KEYS OF MAKING LEAN SIX SIGMA WORK IN USAREUR?

The two main keys to making Lean Six Sigma work is a top-down approach, it is the commitment of the leadership from the top, and it's the participation of the process owners, and the workforce, from the bottom up. Both will be trained.

One of the things I am here to do is participate with the USAREUR headquarters staff and the commander in a two-day executive training session where they are going to be familiarized with the tenets of Lean Six Sigma. We are doing this at every major command.

After that, the classes will start, the Web site will roll out, and the general population at large will begin to be trained.

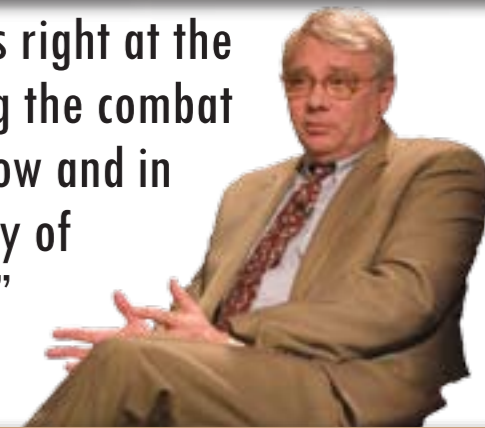
WHAT WILL LEAN SIX SIGMA DO FOR THE WARFIGHTER?

We have given a lot of thought to the warfighting side of the Army. It is a very lean, very honed, intuitive, process-skilled force. Not so much so

for the business side of the Army, the whole industrial base of the Army lags behind.

A lot of times people ask “are you trying to change the culture of the Army?” Not at all. The Army has a great culture, a warfighting culture,

“USAREUR is right at the front of generating the combat capability that we need now and in building the Army of the future ...”



it is the most honed, successful warfighting entity on the face of the earth right now. We want to take some of those principals where we know how to, and apply them to the business space of the Army. Lean Six Sigma is a vehicle to do that.

THE ARMY IS NOT A REVENUE-GENERATING ENTITY; HOW DO YOU APPLY A BUSINESS MODEL TO A MILITARY ORGANIZATION?

We have learned a lot about how to apply business principals to Army business problems over the last few years, mainly from other partners in government. The Army already has applied Lean Six Sigma in the Army Materiel Command, the Medical Command and the Corps of Engineers, where the business process is a little easier to understand.

Basically, we ... can apply the principals of Lean Six Sigma to take unnecessary steps out of (any) process and then reduce the variability to improve quality. It started with the manufacturing base, and now is applied in companies all over the world to solve any process-related problem.

It's true, the Army does not have a profit; it generates combat capability to provide to the combatant commanders. But the Army has costs, and costs are a significant factor in profit calculations.

One way you get more profit is to reduce costs; one way we can increase capability is to reduce costs, and we are in a resource-constrained environment right now.

We are probably at the highest level of resourcing we will ever see right now. We have to get better at what we do.

IS THERE AN END STATE FOR LEAN SIX SIGMA?

When it becomes the way we do

business, when it becomes the way we solve complex problems, you stop talking about that, and start talking about how to solve problems. (Given) transformation and the world in which we live, if you are not looking to innovate, you aren't looking to make things better, than you are falling behind, you aren't standing still.

We learned that lesson on the warfighting side of the Army, it is very innovative, creative, adaptive and very willing to embrace technology and change. They realized that you can't win on the battlefield unless you do that. We have to get that same sensibility on the business side of the Army.

WHAT IS LEAN SIX SIGMA GOING TO DO IN USAREUR?

Lean Six Sigma is a proven business practice to solve complex problems. We are employing this in the Army to make it more capable of generating the combat power the nation requires us to generate for the combatant commander. USAREUR is a key part of the roll out plan, USAREUR is right at the front of generating the combat capability that we need now and building the Army of the future. Lean Six Sigma is a tool to help us get the right people, on the right problems, with the right metrics and the right leadership to bring those problems to successful completion.



For more on U.S. Army, Europe and Lean Six Sigma, see page 4.



Line mechanic Daniela Mitchell attaches connecting rods to the crankshaft of an engine at one station of the General Support Center Europe's Humvee engine rebuilding line, recently reorganized for efficiency according to the principles of Lean Six Sigma.

USAREUR embarks on

Lean Six Sigma

Story and photos by Spc. Matthis Chiroux
USAREUR Public Affairs

As the Army restructures and resources remain limited, its leaders are working to stay within budget and meet the mission.

In a joint memo dated April 28, the secretary and chief of staff of the Army, Francis J. Harvey and Gen. Peter J. Schoomaker, outlined a new approach to cost containment. The subject: "Transforming the way we do business – Army Lean Six Sigma deployment."

The memo reads, in part:

As the Army continues to prosecute the Global War on Terrorism, we are also aggressively transforming both the institutional and operational Army. We have made tremendous progress in transforming the operational Army to a modular force. We must now transform the business processes and functions in the Army in order to meet the equipping and resource needs of the modular force.

... (Lean Six Sigma) combines the principles of waste elimination (Lean) and reduction in variation, coupled with consistent repeatable performance (Six Sigma). These two approaches can be applied to any process, whether it is manufacturing, acquisition, logistics, administration, or service. The objective of using LSS methodologies is to deliver higher quality products and services more quickly and at a lower cost. We have already seen outstanding results using LSS at Army Material Command. We believe similar success can be duplicated throughout the Army.

U.S. Army, Europe, like other major commands, is implementing Lean Six Sigma in accordance with Army directives.

Lean Six Sigma will benefit USAREUR by addressing and solving process inefficiencies with statistically based, scientifically driven methodology, said Jeanne M. Karstens, USAREUR comptroller.

"If we are going to continue to do what we do with fewer resources, we

must become more efficient," she said. "There are a lot of processes in the Army that could benefit from a look through Lean Six Sigma, and as we make those more efficient ... we'll free up funding and personnel that can be reallocated to other areas."

The 21st Theater Support Command was the first USAREUR unit to incorporate LSS practices by analyzing processes and looking at ways to streamline practices and reduce waste.

One 21st TSC success is its General Support Center Europe's Humvee engine rebuilding line, which has increased production capability 300 percent following an LSS makeover.

According to Anthony Smith, GSCE deputy director, "We started thinking about what we could be doing better. Our Lean Six Sigma experts broke it down, piece by piece, where we could improve, (and) suddenly it didn't seem so cloudy anymore."

Humvee engine rebuilding stations, formerly spread around a warehouse, are now arranged in a more efficient process line that its workers credit to LSS. The resulting productivity increase garnered GSCE the Army chief of staff's Maintenance Excellence Award.

Brig. Gen. Scott G. West, 21st TSC commanding general, said he is certain LSS will work for "big Army" as well.

"I support this 100 percent, not just because the secretary of the Army says I have to, but because I believe it's a good system with real potential for success," West said. "It won't happen overnight, and some parts are a little tricky to apply to the Army, but what it boils down to is improving our processes using tried and true methods for success."

Gen. David D. McKiernan, the USAREUR commanding general, said success for LSS begins with senior leader support.

During a two-day LSS conference USAREUR general officers and senior civilians attended in April, he said, "Your Soldiers and civilians must know that you are behind Lean Six Sigma 100 percent."

Brig. Gen. Phillip Thorpe, 21st TSC deputy commanding general and LSS champion for 21st TSC, said educating employees on LSS practices is a critical step.

"When I first heard about it, I was skeptical, but after learning what Lean Six Sigma is and how it works, I was fully behind it," he said.

"Lean Six Sigma is based in facts, in statistics and taking a scientific approach to solving inefficiencies."

— Jeanne M. Karstens, USAREUR comptroller

A primary reason LSS should resonate with employees is because it encourages leaders to listen more to their people, Thorpe said.

"You never know where the good ideas are going to come from," he said. "A lot of the time, you're going to find the really useful ideas coming from the guys on the ground. Once the right people hear the right ideas, Lean Six Sigma experts can begin figuring out how to make it happen."

Several mechanics working on the Humvee engine rebuilding line said because of LSS, they have more input in how their shop operates.

"They (shop supervisors) listen more to us," said Nicole Theis, one such mechanic. "I do have a voice and can seriously make recommendations."

Four Keys to Success

Karstens said to understand LSS, one must be familiar with its foundation, the "Four Keys":

- Delight your customers with speed and quality
- Improve your processes
- Work together for maximum gain
- Base decisions on data and facts

During the April senior leader conference, McKiernan said while the term "customer" makes many Soldiers uncomfortable, it is still applicable to the Army.

The Army does not have customers in the traditional sense of the word, he acknowledged, but there is always someone depending on someone else's work, often with his life. Pleasing the customer in the Army can often mean ensuring a Soldier's survival, he said.

The second key, improving processes, is one of the greatest ways LSS will benefit the Army, Karstens said.

"We are not always as efficient as we could be," she said. "Lean Six Sigma, when fully incorporated, will improve efficiency."

The third key, she said, builds on the teamwork that has always been a necessity in the Army, while the fourth, basing decisions on data and facts, will provide a statistically-based roadmap to success.

Karstens said LSS will improve the Army's business processes because it addresses fundamental infrastructure-based issues and provides specific scientific methodology to resolve those issues, something Total Quality Management, a process improvement model the Army used previously, did not.

"TQM was very theoretical. There was a lot of fog," she said. "It was full of good ideas, but not the methodology to make those ideas work. There was a lot of gray area. Lean Six Sigma is based in facts, in statistics and taking a scientific approach to solving inefficiencies."

Karstens said some Army Soldier and civilians who remember TQM may resist LSS, and she understands why they would feel apprehensive.

"But this is entirely different from anything else we've ever tried in the past," she said.

McKiernan agreed, and told USAREUR senior leaders, "TQM had a bunch of the same ideas, but Lean Six Sigma methodology gives a specific roadmap to success. There's a lot in here we can adopt."

LSS will enable leaders to not only maintain force well-being in the fiscally tighter future, but ensure they can continue rapidly projecting combat power when needed, Karstens said.

"This is a part of transformation," she said, "and we will be fully utilizing all the tools Lean Six Sigma has to offer to ensure our war fighters have the best infrastructural support possible as they continue to deploy and restructure."





Story and photos by Sgt. John Queen
69th ADA Brigade Public Affairs

Joint Project Optic Windmill: Nations unite in air defense training

NAVAL SUPPORT ACTIVITY SOUDA BAY, Greece — early 130 air defense artillery Soldiers joined a coalition of their European counterparts on the Greek island of Crete in March and April for the ninth iteration of Joint Project Optic Windmill.

The 69th Air Defense Artillery Brigade Soldiers, most of whom are assigned to the Hanau, Germany-based 5th Battalion, 7th Air Defense Artillery, spent nearly six weeks on the Mediterranean island training with Dutch, German, Norwegian and Greek forces at the NATO Missile Firing Installation near the port city of Chania.

The multinational exercise, planned by the Royal Netherlands Air Force, centered around a mock conflict in which the United States and other nations in the NATO alliance set up and maintained an umbrella of air defense protection for the fictitious country of Turland against aerial attacks from an extremist organization based out of equally notional Verland.

Capt. Joe Davis, assistant operations officer for 5-7 ADA, said the mythical conflict was based on a number of tactical situations that could occur anywhere, at any time.

“We train as we fight,” he explained. “Here we faced a more robust threat than we may face anywhere else, but we have to make sure we get the most beneficial training

for our operators. If they can face this threat, they’ll be able to face any other threat, anywhere we may need to go.”

The operators faced a range of threats during the exercise, which culminated in a live-fire missile demonstration by the Royal Netherlands Air Force.

Air defense has been a part of the U.S. military’s strategy since the American Civil War, but today’s weapons bear little similarity to the hot-air balloons of the 1800’s.

Modern ballistic and cruise missiles could be devastating in terrorists’ hands. Guarding against that threat is key to the United States and

other NATO nations’ defense. Countering missile attacks has become an

Opposite page: A Patriot missile fired by the Royal Netherlands Air Force leaves the “can” at supersonic speed. Within seconds it destroyed its target flying over the Cretan Sea.

Below: In the dimly lit confines of an engagement control station, Sgt. Christopher Dupont of Headquarters Battery, 5-7 ADA checks his radar screen for tactical ballistic missiles detected by the unit’s radar set.

Bottom: In the observation building overlooking the missile range, a brigade general from the German Air Force explains to a group of civilian and military NATO representatives what will happen during the live-fire exercise.



Layered missile defense ... integrates numerous air defense weapon and sensor systems like the Norwegian Advanced Surface to Air Missile System, the Theatre High Altitude Area Defense Missile System, Airborne Laser, the U.S. Navy's Aegis combat system and the Patriot. These systems detect inbound missiles at various stages of flight from launch to impact.



A swift breeze blowing across the missile range brings life to the NAMFI, NATO, Greek and German flags.

overall collective effort.

"We never know when or where we may go to war, or who we're going to go with," Davis said. "Who we train with today, very well could be our allies in war tomorrow."

Considered the premiere air-missile defense exercise in Europe, JPOW is one of the best opportunities for multinational forces to work together. It's also geared to explore and demonstrate NATO air and missile defense operations.

"Here you see the entire air defense network go into play and how you would actually use it to defend against an enemy."

— 1st Lt. Clarence Inge, Charlie Battery's executive officer

"This is by far the best exercise I've been involved in from a multinational perspective," Davis explained. "We learned how the other nations conducted their defense designs, their planning and how they operate."

Capt. Amy Kleefisch, an Air Defense Artillery Fire Coordination Officer from the 69th ADA headquarters who worked closely with the Royal Netherlands Air Force during the ex-

ercise, said each unit participating in JPOW IX focused on the layered missile defense concept.

This idea integrates numerous air defense weapon and sensor systems like the Norwegian Advanced Surface to Air Missile System, the Theatre High Altitude Area Defense Missile System, the Airborne Laser, the United States Navy's Aegis combat system and the Patriot. These systems detect inbound missiles at various stages of flight from launch to impact.

The Patriot Missile system, used by 5-7 ADA, is considered the last line of air defense against tactical ballistic missiles.

Although the actual "air battle" for JPOW ran for only the last two weeks of the exercise, many of the 5-7 ADA soldiers arrived early in March to set up battalion- and battery-level command posts on NAMFI and at the Naval Support Activity, Souda Bay.

"I'm from Holland ... We have a lot of experience working with coalitions because we are a small Air Force and most of the time everything we do is within a coalition."

— Royal Netherlands Air Force Lt. Col. Mark Exterkate

According to Chief Warrant Officer Heather Ritter, a systems integrator with the 5-7 ADA Task Force, they had to make sure their equipment was mission capable, operating and ready to fight.

"Most importantly, we had to make sure the overall joint air-picture could be disseminated," she said. "At times there was an interoperability challenge between the present-day systems being used in the exercise and the futuristic systems being simulated."

Each of the participating country's systems are similar in design and function, but they vary in age and technology.

"We did have a few problems," said Sgt. Sharon Otis, a tactical control assistant with the battalion's Charlie Battery. "It was a little tough at first getting all the systems to work together, but by the end everything was running pretty smoothly."

Explaining that the Patriot Missile system is a lower tier air-missile de-

fense system, 1st Lt. Clarence Inge, Charlie Battery's executive officer, said that working with all tiers was a benefit.

"Here you see the entire air defense network go into play and how you would actually use it to defend against an enemy. You also see how you would really fight as part of a NATO mission and not just as a single battalion," Inge said.

"We don't see that kind of thing in our local training," he added. "This is how we really fight and this is how we have to practice – and this [exercise] definitely goes in to that."

For many of the U.S. air defense Soldiers, JPOW IX was their first opportunity to train with a coalition and Soldiers from other nations.

"This has been a great opportunity to work with these other countries," said Staff Sgt. Donald Musgrave, a Patriot crewman with Charlie Battery. "We get to see what kind

of things they know – check out their equipment, see their training. It's interesting to find out what kind of things they have to do."

Other participants in the exercise, however, work with coalitions almost on a daily basis.

"I'm from Holland," said Royal Netherlands Air Force Lt. Col. Mark Exterkate, chief of intelligence for the European Air Defense Task Force Intelligence cell that supported JPOW IX. "To me that's almost standard. We have a lot of experience working with coalitions because we are a small Air Force and most of the time everything we do is within a coalition."

Exterkate added that getting to know Soldiers from other countries helps build camaraderie.

"Every day it's a challenge, but it's very positive," he said. "Exercises like this (help) to identify lessons learned and to incorporate them into future operations. I think this overall exercise has been a great success."



NASAMS: Norwegian Advanced Surface-to-Air Missile System

The NASAMS is a mobile air defense system representing the first surface-to-air application of the AIM-120A Advanced Medium-Range Air-to-Air Missile (AMRAAM). A NASAMS battery will consist of 3 Hughes TPQ-36A 3-dimensional radars, 3 NFI fire-distribution centers, and up to 9 launchers, each with 6 AMRAAMS. The fire units will be linked to each other, and the missiles can be remotely located up to 15 miles away from the centers.

THAAD Theatre High Altitude Area Defense Missile System

The THAAD (Theatre High Altitude Area Defense) missile system is an easily transportable defensive weapon system to protect against hostile incoming threats such as tactical and theatre ballistic missiles at ranges of 200km and at altitudes up to 150km.

The THAAD system provides the upper tier of a "layered defensive shield" to protect high value strategic or tactical sites such as airfields or populations centers. The THAAD missile intercepts exo-atmospheric and endo-atmospheric threats. The sites would also be protected with lower and medium tier defensive shield systems such as the Patriot PAC-3 which intercepts hostile incoming missiles at 20 to 100 times lower altitudes.

The AEGIS weapon system is the most capable surface launched missile system the Navy has ever put to sea. It can defeat a range of targets from wave top to directly overhead. AEGIS is capable against anti-ship cruise missiles and manned aircraft flying in all speed ranges from subsonic to supersonic. The AEGIS system is effective in all environmental conditions having both all-weather capability and demonstrated outstanding abilities in chaff and jamming environments. AEGIS equipped ships are capable of engaging and defeating enemy aircraft, missiles, submarines and surface ships.

Patriot Missile Air Defense System

Patriot is a long-range, all-altitude, all-weather air defence system to counter tactical ballistic missiles, cruise missiles and advanced aircraft. The Patriot is equipped with a track-via-missile guidance system. The target acquisition system in the missile acquires the target in the terminal phase of flight and transmits the data for final course correction calculations.

The range of the missile is 70km and maximum altitude is greater than 24km.

source: www.army-technology.com



Earning the badge

Rear detachment, family readiness groups host ‘CSB’ challenge

story and photos by Arthur McQueen
USAREUR Public Affairs

Nearly 140 spouses of 1st Armored Division Soldiers gathered here June 3 to test their physical condition and learn what being in the Army feels like.

The Combat Spouse Challenge was developed by 1st Brigade Combat Team, whose Soldiers are mostly deployed to Iraq, as a Family Readiness Group team-building event. The challenge started at 8 a.m. with an Army Physical Fitness Test, followed by training lanes covering squad defense, a four-person litter

carry and a common tasks training lane, all on Ray Barracks.

The day finished with a barbecue for all participants and their families, and presentation of the CSB, which resembles an Expert Infantryman Badge with an arrow-pierced heart replacing the flintlock. Spouses who met Army standards on the APFT also received the Army Physical Fitness badge.

Putting on an event of this magnitude required long-term commitment from the rear detachment and local volunteer groups.

“We adopted this idea from 1st



Infantry Division,”

said Lynda

MacFarland, senior advisor for the 1st Brigade Combat Team FRG and wife of brigade commander Col. Sean MacFarland.

“Our goal was to have special events that take care of the stressors that are part of deployment – emotional, spiritual, and intellectual. This challenge addresses the physical aspect,” MacFarland said. “It began with a huge brainstorming meeting.”

“We have been planning this since December (2005),” said Maj. Tony Perry, 1st Brigade Combat Team rear

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Opposite page: Amy Leibensperger runs to the next obstacle in the town of “Jabuti” as Christina Schuch (kneeling) provides “cover fire” and Carol Green waits her turn to advance.

Above: Maj. Sophie Gainey, whose husband, Maj. Andrew Gainey, is deployed as operations officer for 2nd Battalion, 3rd Field Artillery, cruises through the two-mile run portion of the Army Physical Fitness Test during the CSB Challenge.

Above right: Susan Irwin knocks out one of her 43 pushups.

Right: Jennifer Schalow leads a patrol during the common task training lane challenge.

detachment commander, 1st AD.

“We have 55 cadre (rear detachment Soldiers) and 20 volunteers from the Boy Scouts and ‘Hearts and Hands,’ a community agency,” he said.

“I have also received a lot of support from the (IMA-EURO) garrison and 1st AD headquarters,” Perry said, adding that the volunteers were having as much fun as the participants.

“They are already asking about doing this next year,” he said.

“For participants, I have nearly the

Summer 2006



equivalent of an infantry company,” Perry said.

MacFarland is quick to give credit to the rear detachment team. “I was the cheerleader,” she said. “My husband had the vision to do this, and then left it with (Maj. Perry).”

Perry said he faces challenges in his forward-deployed status that U.S.-based rear detachments do not; brigade spouses are potentially stretched halfway across the globe.

“I have over 1,600 spouses (falling under 1st BCT), and not all of them are in Germany,” he said, “and families deserve all the support they get.”

Safety is a paramount consideration, especially with an event of this size, Perry said.

“In order to do this safely, we have a training plan which we put out on the virtual FRG (Web) site,” he said. “Rear detachments taught classes on how to do some of the tasks.”

As a rear detachment commander, Perry said, he benefits by increasing his knowledge about his greater Army family.

“This is primarily a way to encourage spouses to participate in the FRGs, and yet, we are treating this as a training environment,” he said.

The active nature of the challenge didn’t deter the spouses, he said.

“The physical part has made participation greater,” Perry said. “It gives them a goal to focus on ... we have had great responses; the gyms are getting full from this challenge encouraging spouses to get in shape.”

“They are motivating each other,” he added. “This way, they focus on something other than deployment.”

Familiarization training





Opposite page: During one task of the Combat Spouse Badge Challenge, teams crawled, walked and ran to evacuate a casualty by litter under simulated fire.

Above: Staff Sgt. Roland Price, Rear Detachment, 1st Battalion, 36th Infantry, explains the sight picture participants should use to aim their M-16 rifles.

Perry said the CSB was not a competition, just a challenge against established standards. This did not stop battalion FRG teams from wearing T-shirts emblazoned with their unit motto, and cheering wildly in support for the competitors working hard on the push-ups, sit ups or two-mile run.

Some spouses had prior experience, and said they missed parts of military life.

"I was a staff sergeant 12 years ago," said Misty Rickett, whose husband is a private first class. "I am really looking forward to the M-16 range."

The range was actually a sophisticated weapons simulator.

Outside, Staff Sgt. Roland Price, 1st Battalion, 36th Infantry, taught the attentive squad-sized groups a 15-minute class on the safe handling, loading, aiming and firing of the standard M-16 rifle.

"They are really into it, very motivated to get in and shoot," Price said. "It gives them a taste of what their husbands are doing down range."

Once inside, Sgt. Keith Campbell and his team guided up to 10 spouses at a time through scenarios generated by computer and displayed on large projection screens.

The weapons functioned as if they were real, down to a pneumatic 'kick' simulating firing a bullet towards the tiny enemy soldiers on the screen.

"I could do this every Saturday," said Janine Huff, whose husband, Justin, is with C Company, 1-36 Infantry. "I loved it. I took my time (with the simulator) and got eight bad guys on my second try."

"They are doing a great job for first-time shooters," said Campbell. "We are taking them through all the actual basics of firing, learning how to safe, load and aim the weapon and keep a sight picture."

The spouses got even more involved in the Army experience at the common task training lane, hosted by 1-37 Armor rear detachment Soldiers.

At a training area near the back gate of Ray Barracks, they camouflage-painted each other's faces, donned a helmet and flak vest, picked up a training rifle and entered Jabuti, a fictional town, with instructions to move through as a team.

While there were no actual projectiles from the "snipers," blank-adapted rifle fire sent the teams sprinting for cover.

"It was very confusing," said Amy Leibensperger, who took on the role of squad leader for the exercise, "but

I would like to do it again."

When Leibensperger figured out on her own how to leapfrog her team past obstacles, it earned her the respect of Staff Sgt. Michael Flores, assigned to Headquarters and Headquarters Company, 1-37 Armor.

"That was beautiful," said Flores, looking nearly ecstatic after watching other teams take numerous simulated casualties.

"I could cry," he said jokingly to a fellow trainer. "Someone finally gets it."

"I got annoyed when we were shot at," said Maren Harris, whose husband is in the 501st Military Police Company.

"The equipment is heavy, and moving with it is exhausting work. I understand why my husband comes home so tired now," she said.

Sweat and a light drizzle mixed on Harris' skin, but her "war face" was a happy one.

"It was fun shooting the bad guys," she said with a grin.

"I've driven past here (the training area) a million times and never noticed it at all," said newly minted warrior Karen Graves.

"Now I'll say, when I am driving my friends somewhere – 'You see that? I shot some bad guys over there,'" she finished.

More to come

Families in the 1st BCT have more events on the way, thanks to a support structure that won't stand still, according to MacFarland.

"In the fall we are doing a talent showcase for Soldiers, spouses, children, and in December, a spouses' dining-in and ball," she said.

"Everything we offer is optional. The people who are there want to be there. I was pleased with the numbers (for the CSB)," MacFarland said. "We would have been happy with 20."

The "infantry company" that showed up appreciated it, even if they didn't know who was responsible.

"I could have cried," MacFarland said after the event. "One woman who didn't know me said 'This is one of the best things they have come up with.'"





Battalion Chaplain (Capt.) Junghun Park conducts Easter service for Soldiers of 1st Armored Division's Battery C, 4th Battalion, 27th Field Artillery outside Camp Buehring, Kuwait.

Faith & Combat

USAREUR chaplains' conference emphasizes down-range mission

by Spc. Matthias Chiroux
USAREUR Public Affairs

For more than 230 years, chaplains have served alongside the men and women of the U.S. armed forces. Though they carry no weapons and are noncombatants by Army doctrine, chaplains in uniform soldier on through what they call the ministry of presence.

Now, with the changing face of combat in the 21st century, the U.S. Army, Europe chaplain corps is training its troops how best to serve the Soldiers and families of today's expeditionary force.

During the 2006 Religious Support Operations Leadership Training conference at Garmisch, Germany, in March, USAREUR chaplains and chaplain assistants spent a week studying issues affecting the U.S. Army chaplain corps.

The conference, with a theme of "Delivering Religious Support in the Warrior Ethos," provided unit ministry teams with what Chaplain (Col.) Michael Hoyt, then USAREUR com-

mand chaplain, described as highly relevant and valuable training.

The program's focus was three-fold: giving religious and emotional support to Soldiers, ensuring unit ministry teams care for themselves during deployment, and accomplishing new missions deployed chaplains

"We provide the military culture with the ability to exercise faith in some of the worst conditions imaginable."

are facing in Iraq and Afghanistan.

"During the last three years, we've had up to 60 percent of our chaplains and chaplain assistants in theater in Iraq or Afghanistan at any given time," Hoyt said. "We formed the training topics this year by looking at lessons learned and applying them to our doctrine."

The U.S. Army chief of chaplains, Chaplain (Maj. Gen.) David H. Hicks, visited the conference and praised the emphasis on real-world missions.

"The training taking place here is absolutely outstanding," said Hicks. "Our chaplains and chaplain assistants are engaged with our Soldiers out on the battlefield as noncombatants. What is being taught here will allow them to better support our Army at war."

Mission: Essential

Though chaplains' roles have evolved since the corps' inception, Hoyt said, the core mission remains the same.

"We provide the military culture with the ability to exercise faith in some of the worst conditions imaginable," he said. "In the chaplain's role as a bringer of hope, he has also worked out a niche as a trustworthy first responder in a Soldier crisis."

During the conference, chaplain studied issues a Soldier crisis might involve.

Topics included dealing with the psychological and emotional after-effects of combat, identifying symptoms of post traumatic stress disorder and helping families reintegrate after long deployment.

Hoyt said chaplains advise and support Soldiers, and to do that effectively they must also



minister to themselves.

"A chaplain lives in an environment where something is always being demanded of him on a spiritual and emotional level," said Hoyt. "We are squaring our chaplains away with the most up-to-date tools and information we have to help them deliver to the Soldiers. This also means we have to be sure we're focusing on the health of the deliverer."

The training management officer from the Army chief of chaplains Office, Lt. Col. Rodney Lindsay, said chaplains must learn resiliency if they are to remain effective during deployments.

"As we developed the training ... we designed it to address the physical, mental, emotional and spiritual dimensions of this battle hardening, or resiliency training," he said. "We're giving unit ministry teams the ability to bounce back after a difficult experience; to care for themselves and to retain the ability to go back into the harsh environment of combat."

Sgt. Maj. Steven Carter, sergeant major to the USAREUR chaplain, said chaplain assistants are largely respon-

Unit Ministry Team Critical Tasks

Chaplain

- Identify the uniqueness of religious support in the U.S. Army within a joint, interagency, multinational environment.
- Apply the policy of the chaplain as noncombatant.
- Identify the role of the chaplain during death notification.
- Conduct a religious service in the contemporary operating environment.
- Provide invocations and benedictions for military ceremonies.
- Conduct a military funeral.
- Conduct a military memorial service.
- Perform pastoral counseling.
- Perform suicide risk assessment.
- Counsel Soldiers on the moral implications of combat operations.
- Provide spiritual care for Soldiers and family members involved in domestic violence.
- Advise the commander and Soldiers on ethical and moral issues, policies and problems.
- Provide religious support to combat stress casualties.
- Provide religious support to a wounded or dying individual.
- Manage local religion information and impact on mission.
- Manage the delivery of all religious services in the brigade combat team within the joint, interagency, multinational environment.
- Synchronize religious support and planning across the brigade combat team within the joint, interagency, multinational environment.

source: U.S. Army Chaplain Center and School, www.usachcs.army.mil



photo by Spc. Matthis Chiroux

Attendees pray during the U.S. Army, Europe Religious Support Operations Leadership Training conference at Garmisch, Germany in March.

sible for the well-being of the chaplains they serve with, especially when unit ministry teams deploy.

"We have three basic components that we focus on: nurturing the living, caring for the dying and honoring the dead," Carter said. "Two of these three things happen in the most vio-

'More than just a preacher'

Hoyt said one thing every chaplain at the conference agreed on was that ministering to Soldiers is more than a job, it's a privilege; a privilege earned by wearing the uniform and going through all the same hardships that combatant Soldiers go through.

"I have to care about my chaplain as a person ... I have to keep him alive."

— Sgt. Maj. Steven Carter

lent and appalling circumstances you can imagine. The question is: how do we care for each other?"

During the conference, Carter worked with chaplain assistants, the enlisted half of unit ministry teams, to answer that question.

Part of a chaplain assistant's job is to take care of the chaplain, who takes care of Soldiers, Carter said.

"I have to care about my chaplain as a person," he said. "I must be concerned if he's had enough sleep and if he's had enough to eat. I've got to make sure I get the chaplain down range in a state, mentally, emotionally and spiritually, that he can effectively conduct religious support. I have to keep him alive."

During the conference, chaplain assistants attended classes on subjects including providing security for both chaplains and themselves; obtaining transportation in the field; and close-quarters battle techniques.

Soldiers feel comfortable speaking to chaplains because chaplains are part of the unit, Hoyt said.

"A Soldier needs more than a preacher," he said. "He needs someone who embodies faith in uniform; a role model who can maintain his faith through the toughest situations. That's what the ministry of presence is all about ... being present."

Without that bond of understanding between chaplains and the Soldiers they serve, the well-being of the military would suffer, and Soldiers down range would have a harder time finding peace during a deployment and in post-deployment life, Hoyt said.

"We are participants in a long, grueling contest, matching the ideologies of freedom and liberty of soul and conscience against the use of terrorism and war," he said. "We are training to keep our efforts relevant, during war, to the military culture we uniquely serve." ★

Unit Ministry Team Critical Tasks

Chaplain Assistant

- Provide for religious support in the absence of a chaplain.
- Prepare for religious services.
- Coordinate for a memorial service.
- Prepare for a funeral.
- Prepare for a baptism.
- Provide support for a soldier requesting prayer.
- Coordinate rites, sacraments, and ordinances.
- Provide for emergency religious ministrations.
- Determine prospective counsel-ee's needs.
- Safeguard sensitive information and privileged communication.
- Identify combat stress/battle-fatigued casualties.
- Provide religious support to casualties on the battlefield.
- Relocate the UMT in a field/combat environment.
- Report UMT status.
- Extract pertinent religious support information from a digital display or map overlay.
- Perform vehicle preventative maintenance checks and services.
- Drive vehicle in a convoy.
- Drive vehicle with or without trailer/semi-trailer in blackout conditions.
- Coordinate for burial honors in the absence of the chaplain.
- Provide for grief process awareness session.
- Provide support to a combat/operational stressed fatigued individual.
- Conduct suicide awareness and prevention class.

source: U.S. Army Chaplain Center and School, www.usachcs.army.mil



Stryker comes to USAREUR

by Tech. Sgt. Jeremy T. Lock

Sgt. Jeffrey Parish, from the 172nd Stryker Brigade Combat Team, uses the display consoles to operate his Stryker vehicle during an operation in Mosul, Iraq.

by Staff Sgt. Kyle Davis

Soldiers from 2nd Squadron, 14th Cavalry Regiment roll through the desert in their Stryker vehicle during a patrol near the Iraq/Syria border.

by Mark Ray
USAREUR Public Affairs



The Army is stationing the 2nd Cavalry Regiment, a Stryker-equipped brigade combat team, in Vilseck, Germany. This move places one of the nation's most technologically advanced, best-equipped ground combat formations in the heart of Europe, bringing new capabilities to NATO and the U.S. European Command.

EURArmy conducted a series of interviews with Soldiers at all levels of the 2nd Cavalry Regiment, as well as with Maj. Gen. Mark Hertling, U.S. Army, Europe deputy chief of staff for operations, to learn what makes a Stryker brigade different from other Army units, and why it is uniquely suited to be a spearhead of U.S. ground forces in Europe.

Value to NATO and EUCOM

USAREUR transformation will reduce the total number of Soldiers stationed in Europe from 63,000 to about 28,000. However, the reduction in combat power is significantly less – USAREUR before transformation could muster five combat brigades, four of them either heavy infantry or armor. After transformation, two modularized brigade combat teams (the 2nd Cavalry and the 173rd Airborne) will be permanently stationed in Europe, supported by a third, rotational brigade combat team in eastern Europe. The capabilities of the Stryker-equipped 2nd Cavalry Regiment are an important part of maintaining a significant U.S. ground combat capability in Europe, a capability suited to the missions and contingency operations U.S. forces in Europe are likely to face.

Hertling has been closely involved in planning for Stryker's move to USAREUR. He commanded the Army's first Stryker brigade, 3rd Brigade, 2nd Infantry Division, at Fort Lewis, Washington, and said Stryker will allow the Army in Europe to maintain combat power as transformation reduces troop strength.

"The Stryker regiment maintains the lethality of the forces you have stationed here now, and improves the

ability to move quickly, to deploy quickly," Hertling said. "Moving quickly is something you can't do with the heavy armor formations we now have in theater. It takes a while to move a tank brigade: get them to the rails, rail them to a port, load them on a ship, and get them out of here. You can pick up the Stryker out of an airfield, or in a theater support vessel, a ship, and send it places very quickly. The organization is designed that way. It gives the EUCOM commander the deployability and operational flexibility to get to places for contingency operations."

He said Stryker's maneuverability also supports the critical EUCOM theater security cooperation mission.

"We can quickly and easily move this organization to different countries within EUCOM to conduct exercises, or to help train other nations," Hertling said. "You could drive from Grafenwoehr or Vilseck in Germany, where the Stryker's being stationed, to the Czech Republic in 45 minutes, and start training with the Czech Republic army."

Hertling said Stryker is a strong draw to other nations' forces, many of whom are also transforming their ground forces.

"When you tell another country that the Stryker is going to train with them, they know they're getting the best the U.S. Army has to offer. I just came from German-American staff talks here in Heidelberg, and the German general who represented the German Army's Forces Command can't wait to get Stryker here," Hertling said.

"I think that is representative of all the countries within the EUCOM AOR (area of responsibility). They know Stryker's coming, they want to play with it, they want to

Air Force photo by Tech. Sgt. Jeremy T. Lock

Soldiers from 1st Battalion, 17th Infantry Regiment fire illumination flares with a 120 mm mortar cannon from a Mortar Carrier Stryker vehicle over the city of Mosul, Iraq, June 1.





photo by Jason Kaye, Fort Lewis Public Affairs

Soldiers from Co. A, 1st Bn., 23rd Inf. mount a Stryker after clearing a street on Range 25 at the Yakima Training Center near Fort Lewis, Wash.

Stryker Facts

Crew: 2 (driver, commander) + 9 troops for combat vehicle; 3 (driver, commander, gunner) for mobile gun system

DIMENSIONS

Length: 275in

Width: 107in

Height: 104in

Fully equipped weight:

36,240lb (combat vehicle)

41,300lb (mobile gun system)

WEAPONS

Combat vehicle:

0.50-caliber M2 machine gun,
MK19 40 mm grenade launcher or MK240
7.62mm machine gun;
4 x M6 smoke grenade launchers

Mobile Gun System:

M68A1E4 105 mm cannon,
M2 0.50 calibre machine gun;
2 x M6 smoke grenade launchers

PERFORMANCE

Road speed:

62mph

Range:

312 miles

Max trench crossing:

6.5ft

Acceleration:

50m <8.0sec

Forward Slope:

60 percent

Side Slope:

30 percent

Step Climbing:

23in

Air transportability:

C-130, C-5, C-17

COMMUNICATIONS

SINCGARS (Single-Channel Ground and
Airborne Radio System) radios
Enhanced Position Location Reporting
System (EPLRS)

Squad leader video display terminal
FBCB2 Computer (vehicle commander)
Precision lightweight GPS receiver

PROPULSION

Engine:

350hp

Transmission:

6 speeds forward, 1 reverse

Transfer case:

2 speed

Differentials:

4 automotive

Suspension:

8 wheel hydropneumatic

Tires:

Central inflation system, runflats

Brakes:

Power brakes with ABS on rear
three axles

see what we're doing, and they want to potentially model some of their transformation efforts after what we're doing with the Stryker brigade."

The members of the regiment are well aware that one of their roles will be supporting the European Command's theater security cooperation initiatives.

"The Stryker concept is different. We owe it not only to our own forces but also to our allies to demonstrate that capability and showcase it," said Col. John RisCassi, commander of the regiment. "We like to say that we're not better, but we are different. We need to show other military units how we are different, what our capabilities are and how you can use us — we know that one role we will have is showing our allies what a Stryker Brigade is all about, the capabilities of the vehicle and the systems, the capabilities of the Soldiers, how they are trained, how they are equipped. And you can't just tell people that you have a capability, you have to let them touch the vehicle, ride in it, and train with you so they believe it."

On the front line

The Stryker vehicle is a lightly armored, wheeled vehicle, capable of speeds up to 60 miles per hour, and equipped with a suite of electronics communications equipment that provide Soldiers at all levels information about where they are, where other elements of the unit are, and where known enemy formations are. The communications also allow real-time updating, which gives the unit the flexibility to change missions and objectives "on the fly" as new information becomes available.

One Stryker Soldier discussed the Force 21 Battle Command Brigade and Below digital combat control system, which acts as a tactical Internet incorporating communications and global positioning systems, with a graphic interface showing friendly forces in blue and enemy forces, when identified, in red. FBCB2 incorporates intelligence reports and updates added by any member of the unit for a near-real-time view shared by each vehicle equipped with the system.

"With the FBCB2, you've got instant messaging, you've got full battlefield display. You can see where all the other vehicles are, where you are maneuvering, where everyone else is going, so it makes it much easier to move and communicate," said Sgt. Tyrel Disney, a vehicle commander in Charlie Company, 2nd Squadron, 2nd Cavalry Regiment. "The FBCB2 tells you where you are and where all the friendly vehicles are, so you know where your lane is. The Remote Weapon System has a great sight, very clear with awesome detail, which makes it very easy to reach out with the Mark 19 grenade launcher, or with the .50

cal. And if I see something out on the battlefield, like an enemy mortar or RPG team, I input it and in 11 seconds everyone else with an FBCB2 can see exactly where it is."

Disney's company commander said the system cuts through the fog of war.

"The thing I love about it," said Cpt. Eddie Mills, Charlie Company commander, "is that it allows us to be agile



U.S. Army photo by Capt. Timothy Beninato

Sgt. 1st Class Kenneth R. Dawson, a platoon sergeant and Stryker vehicle commander, checks the map on his FBCB2 display during a unit live-fire range at the National Training Center, Fort Irwin, Calif.

and adaptive — to see first, understand first and act decisively. If I make the call to battalion that we've got possible enemy 200 meters up the road, they put an icon up. The vehicle commanders can pull up the map, and everyone is aware — we're all on the same sheet of music. The days of the grid are almost gone, especially in urban environments. I'll just direct a vehicle to move up say 50 meters, or three buildings. He moves up three buildings, and the gunner is scanning the three buildings. The vehicle commander pops down and takes a look at the display and knows exactly what I'm talking about. Plus, with the display screen and the maps, the vehicle commander can give the squad leader or team leader a look (at the displays) inside the vehicle, so he knows exactly what he's jumping into when his squad goes out the ramp."

It's not just the systems, but the vehicle itself that takes combat to the next level, Disney said.

"The Stryker is fast, and rides smooth and quiet. Coming down a street, we can pull up in front of a house, dismount and go knock on the door, and the people don't even know we are there. With a Bradley, they'll hear you coming a mile away. With the Stryker, all we have to do is make sure the ramp doesn't slam down, and no one knows we are there. And if we start taking RPGs (rocket-propelled grenades) and small-arms fire, the driver hits the gas and we are out of there," he said.

"The Stryker vehicle gives my squadron unparalleled

mobility,” said Lt. Col. Myron Reinke, commander of the 2nd Squadron. “It can maneuver more quickly, it is better in an urban environment. It offers protection for my infantry to get them to a particular place on the battlefield and because of the digital systems, it allows me to place my infantry exactly where I need them on the battlefield.”

The Army has trained for years how to react to enemy contact. With the Stryker, Reinke points out, a commander can develop his battle plan based on sound situational awareness, before the enemy knows he’s there.

“This is a future force capability — to be able to develop a situation out of contact,” he said. “I am able to see first, to understand first, and act first. I can precisely maneuver, using my systems to get into a position of advantage, and deliver decisive effect. The digital systems allow me to know where the position of advantage is, out of contact, and to maneuver right there, instead of taking a lot of time to develop a situation through contact. I know where I need to be, and can maneuver there rapidly and precisely. It is a great capability.”

Agile and responsive

The agility and flexibility of the Stryker-equipped regiment exists throughout the organization.

“Because of the intelligence systems and the command-and-control systems embedded in every vehicle, the unit can take missions on the fly,” Hertling said.

During the brigade’s deployment to Iraq, the unit disengaged a battalion from fighting in Fallujah and sent it on a 300-kilometer road march to Mosul entirely under its own power. Arriving in Mosul, the battalion immediately entered combat, having received operational guidance en route.

“We went from fighting in Fallujah to fighting in Mosul in under 12 hours — fighting in two different locations separated by over 300 kilometers with the same organization, moving in less than eight hours,” RisCassi said. “That shows the flexibility that you have in a Stryker brigade. It would have been very difficult with a heavy organization. A light organization, you could do it, but you’d have to move them (with the help of a transportation unit), and they wouldn’t arrive with the firepower that we do. Upon arrival in Mosul, we went directly into the fight. After a 300-kilometer move, the battalion rolled right into the fight.”

Having all the pieces

The brigade has another advantage: along with the Stryker vehicle itself, and the situational awareness provided by the advanced technologies, the 2nd Cav. Regt. also features a massive infantry force for a unit of its size, along with all the supporting units it needs to deploy and fight. (See “RSS,” at right.)

“If you look at a traditional light brigade, they have about 1,000 soldiers on the ground,” RisCassi said. “A heavy brigade has about 760. We have over 1,400 Soldiers that we put on the ground, and can surge the number of Soldiers fighting on the ground to almost 2,000. There is a fundamental difference when you get a Stryker brigade; you get more boots on the ground, more soldiers than you would with a traditional brigade ... When you marry it up with the network capability, the Stryker vehicle and its different variants — there are over 300 Strykers in the regiment — you have the ability to move those Soldiers quickly and quietly anywhere on the battlefield.”

RisCassi said with its own reconnaissance, surveillance and target acquisition (RSTA, or “rista”) squadron, and a Logistics Support Team embedded in each squadron, the regiment is designed so be self-sufficient even at the small unit level.

“The brigade is self-sustaining down to the platoon and the company level,” RisCassi said. “We have the RSTA, we have the artillery battalion. There are six battalions in the brigade and five separate companies. And we are very well equipped with Javelins, with mortars, with artillery pieces, with UAVs (unmanned aerial vehicles), with all of the netcentric operations that come with the Stryker Brigade that give us situational awareness, the ability to communicate and the ability to rapidly move.”

“The Stryker Brigade has a lot more infantry capability than a normal in-



Tilzey

RSS: integrated support

Lt. Col. Danny Tilzey commands the 2nd Cavalry Regiment’s Regimental Support Squadron, which provides medical, supply and transportation, maintenance and headquarters support to the unit’s Stryker squadrons. “I build each squadron its own logistics support team, an LST. I put a lieutenant in charge. They have their own food, medical, their own transportation and their own maintenance all together working with the executive officer of one of the line squadrons. So you have your own package - a field feeding team, a combat repair team, a medical piece and the transportation, and the command and control with the lieutenant.”

Tilzey coordinates resupply and other logistics needs with each LST when the regiment is in the field, he said.

“I might pick a spot between three or four squadrons where they could come back and pick up their supplies. The LST makes it very easy,” he said.

While the LSTs are attached to the squadrons, Tilzey and his RSS staff retain command control over the logistics support teams.

“Sometimes people ask why don’t we just give the LSTs to the squadrons? But the reason is, I believe, that the squadron commanders would end up taking their eye off their mission,” he said. “You don’t want to make them look back. It’s my job basically to keep things fixed, as far forward as possible.”

DoD photo by Tech. Sgt. John M. Foster
U.S. Army members with 2nd. Battalion, 1st. Infantry Regiment, 172nd. Infantry Brigade Combat Team, prepare for a joint patrol in Mosul, Iraq, Mar. 27, 2006.

fantry brigade; almost as much as an entire mechanized division within this one brigade,” Hertling said. “It can cover much more ground; it has the ability to reach back to operational and even strategic intelligence resources; and it has the ability to pack up and move quickly, both operationally and strategically, from one theater to another, and then intra-theater from one location to another. So it’s a fast, mobile, lethal and smart organization.”

Flexible operations, empowered Soldiers

Those who have commanded Stryker brigades say the speed and dispersion of the regiment, together with its greatly enhanced communications, have led to new ways of thinking about command and control.

Hertling said the Stryker brigade covers a much larger battle space than a comparable infantry or tank brigade, which together with the unit’s equipment and capabilities gives rise to unique operational methods.

“The organization and operation for this force has it dispersed on the battlefield, and when it generates intelligence, it will come together and fight at a location,” Hertling said. “(Strykers are) fast, and they move quickly, and they’re quiet. But they’re still lethal. They’ve got good gun systems and anti-tank guided missiles.”

“They stay in contact through the technology; they pass new orders as the situation occurs; and they expect their young leaders, the sergeants and the specialists, to follow the orders and be prepared to do new things very rapidly,” he said. “We have great Soldiers in our traditional units but they’re not used to working as independently

as the Soldiers in the Stryker brigades are trained to do. By design, this particular force is geared toward independent operations, dispersal and lethality.”

“We empower down to very, very low levels in this organization, so they are able to operate distributively,” RisCassi said. “Junior leaders are empowered to make decisions within the commander’s intent, with the Soldiers and equipment that they have.”



Hertling said with more intelligence capability, better communication and faster movement, Stryker units represent a new kind of combat force.

“As we find ourselves in an age of information warfare, seeing the Soldiers out of a Stryker Brigade apply these new kinds of techniques and tactics shows how armies are coming to grips with the fact that we are really in a post-industrial age of warfare,” he said. “On a modern

battlefield, you have to apply intelligence very precisely. You don’t just spray the area with an AK. In much the same way that the Air Force uses JDAMs (Joint Direct Attack Munitions, a type of ‘smart weapon’) to apply force at a precise location, the Stryker Brigade Combat Team uses its speed, intelligence and communications to move Soldiers precisely to the location on the battlefield where they can apply decisive force.” ★



NATO photo
Gen. James L. Jones (far right), NATO supreme allied commander, Europe and commanding general of U.S. European Command, attends a meeting of the NATO Military Committee May 9 in Brussels, Belgium.

USAG Benelux supports NATO



by Gary L. Kieffer
USAREUR Public Affairs

Army garrisons, run by the U.S. Army Installation Management Agency, are like home towns for U.S. Soldiers and their families around the world. With housing, barracks, gyms, childcare facilities and more, garrisons support and sustain troops and families wherever the Army sends them. Uniquely, U.S. Army Garrison Benelux's "town" is made up of several neighborhoods — scattered across six countries.



Largely situated in Belgium, the Netherlands and Luxembourg, USAG Benelux also reaches into the United Kingdom, northern France and northern Germany. One other distinction sets this garrison apart from most: the major industry in this garrison hometown isn't Bradley fighting vehicles, tanks or paratroopers; it's NATO.

Within the greater garrison are three smaller garrisons: USAG Brussels supports NATO headquarters in Brussels, Belgium; Chievres Garrison, near Mons, Belgium which supports SHAPE - the Supreme Headquarters Allied Powers Europe and USAG Schinnen supports NATO Joint Forces Command headquarters in Brunssum, the Netherlands.

"The Army is the executive agency for garrison support for NATO," said USAG Benelux commander Col. Dean A. Nowowiejski. "Another distinction from other Army garrisons is that most are joint communities. In that way, we are more like Stuttgart (home of U.S. European Command headquarters), in that we are an Army community supporting a joint command that includes Air Force, Navy and Marines. All in all, USAG Benelux is home to 15,000 service members and their families, from all services," he said.

Nowowiejski said the Brussels gar-

rison is smallest of the three, but fulfills a high-level mission.

"It's this tiny little garrison in leased buildings in the middle of a metropolitan city, yet it supports the highest NATO headquarters," he said. "President George W. Bush, Secretary of State Condoleezza Rice roll through there all the time. It's our post that provides the support to them."

Garrison support for distinguished visitors typically means providing transportation and security, including military working dog teams, according to Lt. Col. Patrick J. Kilroy, USAG Brussels commander.

In contrast to Brussels, Chievres Garrison has the largest garrison population in USAG Benelux. The main mission of the 450 Americans and Belgians who work there is to provide staff support for all local garrison operations for Americans assigned to SHAPE, Nowowiejski said. The SHAPE Garrison itself is a NATO command distinct from USAG Benelux. USAG Benelux, however, provides several tenant support activities to SHAPE.

At USAG Schinnen the main mission is to provide support for service members working with the Joint Forces Command, Brunssum.

One area of key support USAG Schinnen provides is to the families



U.S. Army photo
USAG Schinnen's Staff Sgt. Matthew Hoctel and his K-9 partner Paco provide force protection support in Iraq. Hoctel and Paco augmented the 230th Military Police Company during its deployment in support of Operation Iraqi Freedom.

Benelux Facts

Belgium

Belgium is one of the founding members of the European Community. Its capital, Brussels, is also the capital of the European Union. The Independent State of Belgium was established Oct. 4, 1830 and consists of two distinct regions: Flanders (in the north), where the dominant language is Dutch or Flemish; and Wallonia (in the south), where the dominant language is French. Centrally located Brussels is bilingual, with both Dutch and French as its official languages. You will also find a high percentage of residents who speak English, German or both.

The Netherlands (Holland)

Also one of the original members of the European Union, the Netherlands - whose official language is Dutch - is flanked to the north and west by the North Sea, to the east by Germany and to the south by Belgium. To protect the Netherlands from flooding, a sophisticated series of dikes and pumping stations have been implemented as more than 25 percent of the country is below sea level.

The country's official name is the Netherlands, which literally translated means "low countries." However, the name "Holland" is often used.

Luxembourg

The Grand Duchy of Luxembourg, the sixth smallest country and the only Grand Duchy in the world, is an independent sovereign state situated between Belgium, France and Germany. The country is divided into two regions: The "Eislek" or "Oesling" in the north covers one-third of the territory, while the "Good country" in the center and south covers the remainder of the territory.

"Lëtzebuergesch" is the everyday spoken language of Luxembourg, while French and German are the official languages.

Climate

The Benelux climate is usually temperate, influenced by the North Sea Gulf Stream. Extreme temperatures are rare. Proximity to the sea reduces the harshness of winter, but also makes for cooler summer temperatures. Belgium is located in the path of the atmospheric depression which crosses the Atlantic from West to East, almost exactly where the masses of cold air coming from the North and the masses of warm air coming from the South meet. This produces regular but moderate rainfall.

Source: <http://www.usagbenelux.eur.army.mil>

USAG Benelux: Supporting NATO

USAG Brussels supports NATO headquarters in Brussels, Belgium.

The NATO Headquarters, in Brussels, Belgium, is the political headquarters of the alliance and the permanent home of the North Atlantic Council, NATO's senior political decision-making body.

The headquarters is located on the northeast perimeter of the city. It is home to national delegations of member countries and to liaison offices or diplomatic missions of partner countries. The work of these delegations and missions is supported by NATO's international staff and international military staff, which are also located within the headquarters.

NATO headquarters provides a site where representatives from all the member states can meet to make political decisions on a consensus basis. It also offers a venue for dialogue between partner countries and NATO member states, so that they can work together to bring about peace and stability.

There are approximately 4,000 people working at NATO headquarters on a full-time basis. Of these, some 2,000 are members of national delegations and staffs of national military representatives to NATO. There are also about 300 members of missions of NATO's partner countries. There are approximately 1,200 civilian members of the international staff or agencies located within the headquarters and about 500 members of the international military staff, including 100 civilians.

Meetings at NATO Headquarters take place throughout the year, creating a setting for dialogue and cooperation amongst member countries. There are more than 5,000 meetings every year amongst NATO bodies.

Source: http://www.nato.int/issues/nato_hq/index.html

Chievres Garrison, near Mons, Belgium, supports SHAPE

Supreme Headquarters Allied Powers Europe near Mons, Belgium is the Headquarters of Allied Command Operations, one of NATO's two strategic military commands. It performs the operational duties previously undertaken by Allied Command Europe and Allied Command Atlantic. The latter has now become Allied Command Transformation headquartered in Norfolk, Virginia, responsible for promoting and overseeing the continuing transformation of Alliance forces and capabilities, especially through training and development of concepts and doctrine.

Allied Command Operations is commanded by the supreme allied commander, Europe, and is responsible for all alliance operations, ranging from the Straits of Gibraltar to Afghanistan.

The mission of Allied Command Operations and the SACEUR is to contribute to preserving the peace, security and territorial integrity of NATO member nations in its area of responsibility.

The second tier or operational level consists of standing joint force command in Brunssum, the Netherlands, and in Naples, Italy, and a robust but more limited standing joint headquarters in Lisbon, Portugal.

Source: http://www.nato.int/docu/briefing/nms/html_en/nms02.html

USAG Schinnen: Supporting Joint Forces Command headquarters, Brunssum

JFC Brunssum's primary ongoing operation is leading the International Security Assistance Force mission in Kabul, Afghanistan. ISAF is the NATO-led, UN-mandated operation established to assist the Afghan Transitional Authority in maintaining security. ISAF is NATO's first out-of-area operation and is in line with NATO's transformation to meet the new threats of the 21st century.

ISAF is a UN-mandated operation, operated under the auspices of NATO with Allied Joint Force Command Brunssum in charge of the overall operations.

Source: <http://www.afnorth.nato.int/operations.htm>

For more on ISAF, see EUR Army Vol. 1, Issue 2, Fall 2005 at www.hqusaureur.army.mil

of deployed troops from JFC Brunssum's Allied Rapid Reaction Corps as its NATO International Security Assistance Force mission in Afghanistan expands.

Aside from the logistical needs of personnel and family members at USAG Benelux, their schooling and quality of life needs are also being met.

The Brussels American School has 330 students from kindergarten through high school, whose parents represent the joint services and 22 different NATO countries.

"I have been overseas for 26 years now, and have worked in many communities," said Dr. Debby Berry, Brussels American School principal. "This is probably the most unique community I have worked in."

Berry said the school works closely with the garrison and community members.

"This is a partnership. The garrison provides us with logistical support. Department of Defense Schools-Europe provides us with funding for the facilities. There's indirect support, support of presence and logistical support. It all comes together so well that sometimes it feels seamless," she said.

Seamlessness also seems to be the goal in the quality of life sector at USAG Benelux, with several infrastructure improvements planned, underway or complete.

One key project is the new \$16.1 million commissary center, set to open in late 2008, said Robert Mackson, the master planner for USAG Benelux. A leased Army Lodge will be replaced with a new 94-room, \$15 million facility with construction scheduled to begin November 2006. The new commissary will complement the new lodge and the Joint Single Service Member Barracks opened in 2005, he said.

At Chievres Garrison all single, enlisted personnel who work in support of SHAPE are housed in the recently completed Soldier quarters, located on Chievres Air Base. The barracks follow a one-plus-one design.

"That is, each (service member) shares a bathroom and kitchenette, and has their own living quarters. It is a state-of-art facility," said Mackson.

He said other projects include a new car wash under construction at Chievres, and a consolidated Child Development Center in the planning stages for the Schinnen garrison.

"Without a doubt, these improvements will make the lives of our Soldiers easier," Mackson said. "Our mission is to support the Soldiers and their families."



photo by Gary L. Kieffer

The Parc de Brussels is one of many parks in the 1,000-year-old city, which is home to the European Commission and NATO headquarters, as well as U.S. Army Garrison Brussels.

U.S. Army, Europe transformation

USAREUR Public Affairs

2007

These unit transformation actions will affect approximately 12,500 Soldier positions and 18,750 family members in Germany. In addition, 503 U.S. and 587 local national civilian employees assigned to the units will be affected by this decision.

In fiscal 2007, U.S. Army, Europe will convert, inactivate and return numerous units to the United States to support Army transformation and the Department of Defense's overall plan to increase strategic responsiveness in the face of threats posed by the Global War on Terrorism.

The command will return the 1st Brigade Combat Team of the 1st Armored Division to the United States; set the conditions for the modular design, inactivation or return of combat service support units; convert USAREUR aviation units into a combat aviation brigade; and conduct transformation activities related to engineering and other units.

These unit transformation actions will affect approximately 12,500 Soldier positions and 18,750 family members in Germany. In addition, 503 U.S. and 587 local national civilian employees assigned to the units will be affected by this decision. The impact on both military and civilian personnel will vary, based on the disposition of their units as outlined below and the status of individual Soldiers and employees. Also, the number of Soldiers reflects authorized positions, while the number of civilians is actual number assigned.

1st Brigade Combat Team of 1st AD

After unit members return from deployment to Iraq in January 2007 and subsequently reintegrate with

their families in Europe, they will move to the United States. Manning will be reduced before returning with the unit flag to the US.

These unit transformation actions will affect approximately 3,500 Soldiers and 5,200 family members. In addition, 3 U.S. civilian employees assigned to the unit will be affected. There are no local national positions associated with the 1st Brigade.

1st BCT units that will depart USAREUR are:

- Headquarters, Headquarters Company, 1st Brigade, 1st Armored Division, Friedberg.
- 1st Battalion, 36th Infantry Regiment, Friedberg.
- 1st Bn., 37th Armor Regt., Friedberg.
- 2nd Bn., 37th Armor Regt., Friedberg.
- F Troop, 1st Cavalry Regt., Friedberg.
- 2nd Bn., 3rd Field Artillery Regt., Giessen.
- 501st Forward Support Bn., Friedberg.
- A Co. of the 501st Military Intelligence Bn., Wackernheim.
- A Co., 141st Signal Battalion, Wiesbaden.
- 16th Engineer Bn., Giessen.

USAREUR Combat Service Support Units

- HHC, 21st Theater Support Command, Kaiserslautern, converts to 21st Sustainment Command (Expeditionary)
- Headquarters, Headquarters Detachment, 200th Material Management Center, Kaiserslautern, converts to the 474th Theater Distribution Element.
- HHD, 37th Transportation Group, Kaiserslautern, converts to the 150th Theater Opening Element.
- 7th Corps Support Group, Bamberg, converts to the 16th Sustainment Bde.
- HHC, 18th Combat Support Bn., Grafenwoehr, converts to HHC, 18th Combat Service Support Bn.
- HHD, 191st Ordnance Bn., Kai-

slautern, converts to HHC, 191st CSSB, Kaiserslautern.

- 5th Ordnance Maintenance Co., Kaiserslautern, converts to 5th Support Maint. Co.

- 39th Movement Control Bn., Kaiserslautern converts to a modular unit.

- 574th Supply Co., Mannheim, converts to a modular unit

- 624th Movement Control Team, Kaiserslautern, converts to a standard MCT.

- 627th MCT, Bamberg, converts to a standard MCT.

- 635th MCT, Wiesbaden, converts to standard MCT.

- 702nd Ordnance Co., Grafenwoehr, converts to a modular unit.

- 720th Ordnance Co., Mannheim, converts to a modular unit.

- 240th Quartermaster Co., Bamberg, converts to a modular unit.

- 317th Maint. Co., Bamberg, converts to a modular unit.

- 212th Mobile Army Surgical Hospital, Miesau, converts to a modular combat support hospital.

- 100th Medical (Veterinary) Bn., Heidelberg changes from a deployable to a nondeployable unit.

- 21st Med. (Vet.) Det., Hohenfels changes from a deployable to a nondeployable unit.

- 79th Med. (Vet.) Det., Belgium changes from a deployable to a nondeployable unit.

Unless noted otherwise, the actions outlined below do not reflect unit moves, but only the transfer of some spaces from the previous organization to the new structure.

CSS Units Departing USAREUR

- HHC, 3rd Corps Support Command, Wiesbaden.
- 623rd MCT, Rotterdam.
- 51st Med. (Vet.) Det., Kaiserslautern.
- 64th Med. (Vet.) Det., Kaiserslautern.

see next page

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Vehicles from 1st Infantry Division, restationing from Germany to Fort Riley, Kansas, as part of the U.S. Army's transformation, prepare to load onto a commercial shipping vessel at the port of Rotterdam, in the Netherlands.

photo by Gary L. Kieffer

U.S. Army, Europe transformation 2007

• 72nd Med. (Vet.) Det., Wuerzburg.

CSS Units Inactivating

- HHC, 16th Corps Support Group, Hanau, inactivates. Flag is retained and 7th CSG is reflagged to the 16th Sustainment Bde. as the Enduring Sustainment Bde.
- 1st Transportation Movement Control Agency, Kaiserslautern.
- 27th Movement Control Bn., Wiesbaden
- 19th Material Maintenance

Aviation units will be converted to create a combat aviation brigade in Europe as part of the Army's transformation of aviation units worldwide to a standard design.

Command, Wiesbaden.

- 71st Combat Support Battalion, Bamberg.
- HHD, 485th CSB, Hanau.
- HHD, 181st Trans. Bn., Mannheim.
- 260th Trans. Co., Mannheim.
- 77th Ord. Co. (Maintenance), Babenhausen.
- 23rd Ord. Co., Ammo, Miesau, soldiers are reassigned and the

flag is retained and moved to Grafenwoehr.

- 529th Ord. Co., Grafenwoehr, is reflagged as the 23rd OD and remains in Grafenwoehr.
- 26th Supply Co., Hanau.
- HHC, 2-502 Avn. Intermediate Maint. Bn., Mannheim.
- Det. C, 55th Personnel Services Bn., Friedberg.
- 619th MCT, Wiesbaden.

- 626th MCT, Hanau.
- 633rd MCT, Hanau.
- 634th MCT, Bamberg.
- 147th Ord. Co., Illesheim/Ansbach.
- Army Health Clinic, Butzbach.
- Army Health Clinic, Friedberg.
- Army Dental Clinic, Friedberg.
- Army Dental Clinic, Giessen.
- 93rd Med. (Dental) Bn., Heidelberg.
- 67 Combat Support Hospital, Wurzburg.

USAREUR Aviation Units

Aviation units will be converted to create a combat aviation brigade in Europe as part of the Army's transformation of aviation units worldwide to a standard design.

Reflagging and repositioning of aviation units in fiscal 2006 set the

conditions for the actual conversion of unit structures and the creation of the 12th CAB in USAREUR

The following changes will complete the establishment of the CAB in USAREUR. These unit transformation actions will affect approximately 2,100 Soldiers and 3,150 family members. In addition, 31 U.S. and 57 local national civilian employees assigned to the units will be affected.

Unless noted otherwise, the actions outlined below do not reflect unit moves, but only the transfer of some spaces from the previous organization to the new structure.

Fiscal 2007 actions to establish the combat aviation brigade:

- HHC, Aviation Bde., 1ID, Katterbach, converts and is redesignated as the 12th Combat Avn. Bde.
- 2-6 Cavalry Squadron, Illesheim/Ansbach, was redesignated as 3-159 Attack Bn. and converts to a modular attack battalion in fiscal 2007.
- 6-6 Cav. Squadron, Illesheim/Ansbach, is redesignated as the 2-159 Attack Bn.
- 3-158 Assault Bn., Katterbach, converts to a modular Air Assault Bn.
- 2-1 Avn. Bn., Katterbach, converts and becomes the 5-158 Avn. General Support Avn. Bn.
- F/159 Avn., Katterbach, is redesignated a B/5-158 Avn.
- HHC, 3-58 Air Traffic Services, Wuerzburg, inactivates.
- D Co., 3-58 ATS, Grafenwoehr, returns to the United States.
- 601st Div. Avn. Support Bn., Katterbach converts and redesignates to the 412th Avn. Support Bn.

Fiscal 2007 actions to establish the Theater Gen. Support Avn. Bn.:

- 1-214 Avn. Bn., Wiesbaden, converts to the Theater Gen. Support Avn. Bn.
- 236th Air Ambulance Co., Landstuhl, is redesignated as C/1-214, GSAB.
- C Co., 3-58 ATS, Wiesbaden, converts to the Theater Airfield Operations Det. and moves to the Ansbach/Illesheim area.
- 159th Air Amb. Co., Wiesbaden, inactivates.
- 45th Air Amb. Co., Katterbach, is reflagged as C Co., 5-158th, GSAB.

Engineering Units

Engineering units within

USAREUR will modularize, inactivate or return to the United States starting in fiscal 2007, as part of the Army's reorganization and standardization of engineering units worldwide.

These unit transformation actions will affect approximately 950 Soldiers and 1,425 family members. In addition, 16 U.S. and 2 local national civilian employees assigned to the units will be affected.

The following engineering units will be affected by transformation in fiscal 2007:

- HHC, 18th Eng. Bde., Heidelberg, converts to a Modular Eng. Bde. HQ.
- 60th Eng. Det., Schwetzingen, converts to a Geospatial Planning Cell.
- 54th Eng. Bn., Bamberg, converts to form an Eng. Composite Bn. HQ.
- 535th Eng. Co., Grafenwoehr, converts to the Eng. Support Co. of the ECB.
- HHC, 130th Eng. Bde., Hanau, returns to the United States.
- 320th Eng. Co. (Topo), Hanau, inactivates.
- HHD, Div. Eng., 1 AD, Giessen moves to Wiesbaden.

Inactivations and Moves

USAREUR will inactivate five units and move three others in Germany in fiscal 2007. These unit transformation actions will affect approximately 2,300 Soldiers and 3,450 family members. In addition, 19 U.S. and 1 local national civilian employees assigned to the units will be affected.

Units Inactivating

- HHB, V Corps Artillery, Heidelberg.
- HHC, 22nd Sig. Bde., Darmstadt.
- 32nd Sig. Bn., Darmstadt.
- 440th Sig. Bn., Darmstadt.
- C Co, 165th MI Bn., Darmstadt.

Intra-Theater moves

- 515th Trans. Co., Mannheim, moves to Grafenwoehr.
- 527th MP Co., Giessen, moves to Hohenfels.
- C Det., 39th Finance Bn., Giessen, relocates to Bamberg.



Military Housing: Is Build-to-Lease Better?

The largest single Army in Europe build-to-lease project is underway in Germany, at U.S. Army Garrison Grafenwoehr.

by Danny Brannon
Engineer, Installation Management Agency, Europe

In August 2004, U.S. Army, Europe announced plans to reorganize and reposition its forward-deployed military force, reducing troop strength and basing from 62,000 Soldiers spread over 13 main operating locations across Europe, to about 28,000 Soldiers concentrated among 4 joint main operating base locations.

USAREUR identified two of the enduring locations as Grafenwoehr, Germany, and Vicenza, Italy.

Brian Jost, chief of Army housing in Europe, said, "The garrisons are taking full advantage of every innovation to deal with a rapidly changing family housing situation. The Army is transforming, and as it does, housing is needed in places where there isn't sufficient housing. Build-to-lease is an effective and cost-efficient method to obtain quality family housing."

All Department of Defense services use a build-to-lease approach in U.S. military communities overseas when the local market is unable to provide enough adequate, affordable housing within a reasonable commute of U.S. installations. Basically, the U.S. government contracts with a private developer to build family housing units, then the U.S. leases the completed units in a block from the owner and assigns them to our military families.

Jost said, "One of the best things about BTLs is that there is very little 'up-front money' needed. The private sector builds, owns and operates the entire housing complex. Simply seen, our role is to get things started and pay the rent."

According to U.S. code, the lease term for BTL housing is up to 10 years.

Ilse Merryman, chief of Installation Management Agency-Europe's Real Estate Branch, said, "Some host nation governments play a larger role in obtaining BTL family housing. For example, in Germany, the host nation is the actual contractual party for the private developers, whereas in Italy and the Benelux, the U.S. forces enter into build-to-lease agreements directly with the developer."

Netzaberg: 'Virginia 1' model



Several Army build-to-lease projects are already underway in Belgium, Germany and Italy. Several such projects already house military families stationed in Germany and Belgium; each consists of a few homes, townhomes or apartments. USAREUR is now adapting the approach to

provide larger housing complexes for the evolving Army structure: one in Germany and another in Italy.

The largest single Army in Europe build-to-lease project is underway in Germany, at the U.S. Army Garrison Grafenwoehr. Here, 830 build-to-lease townhomes and duplexes, when complete, will house an influx of families moving to Germany as part of the Stryker Brigade Combat Team. (See related article, page 18.)

Just outside the village of Eschenbach (near Grafenwoehr, about 50 miles northeast of Nuernberg and with about 4,000 residents), the Army plans a new housing and community complex to be called Netzaberg, after a former hamlet and hotel on the grounds. Because the area is both remote and rural, the Army determined that the local housing market would not be able to support the population surge. The Army authorized a new large community complex to successfully re-locate the Soldiers and their families. (For more on the Netzaberg build-to-lease project, see article on page 30.)

This summer, the developer selected for the Netzaberg project, Nordica Ejendomme A/S of Denmark in partnership with Zapf GmbH of Germany, will start constructing duplexes and townhouses for U.S. military families. The residences are designed to be a reasonable mix of German and American standards — they'll keep to German building standards and satisfy German building codes, yet accommodate some American conveniences not normally found in local housing. For example, the units will all have appliances, kitchen cabinets, closets, light fixtures, and 110 volt circuits. Units will also have basements, garages and open parking. There will be a mix of three- and

Netzaberg: 'Arizona' model



four-bedroom town homes and duplexes. The first families will move in as early as 2008. When complete, the Netzaberg project will be one of the largest military family housing projects of its kind in the world.

The second large project underway will be to help house the transforming U.S. forces in Italy, at U.S. Army Garrison Vicenza. Vicenza, 30 miles west of Venice, is a city of 110,000, about the population of Independence, Missouri. The Army determined through a recent market analysis that the local housing market could not support the entire target population. The Army must provide more than 900 family housing units to supplement those already found in the private sector. These would take care of the military families of all U.S. military stationed there.

Commentary: Growing Grafenwoehr

by Col. Brian T. Boyle
Commander, USAG Grafenwoehr

Grafenwoehr is a growth community. In the next several years, a brigade-plus worth of theater enabling commands will be assigned to South Camp, in Grafenwoehr. While the exact units are still to be determined, we believe we will get 3 or 4 brigade headquarters, 6 to ten battalion headquarters and up to 30 company team units. Total population change is expected to be between 7,000 and 10,000 Americans.

In the past, Grafenwoehr was a training post, with limited permanent party personnel. With this change of population, we had to determine how to house the personnel and meet their community needs. Part of the solution is the Netza-berg housing area. We are having the German private sector build a third community in our area that rivals the other two, Grafenwoehr and Vilseck. It will have 830 build-to-lease homes surrounding a central area that will meet many of the community's needs.

Ball fields and running paths will be intermixed among the community's homes. In the central area, the U.S. will fund construction of an elementary and middle school,



chapel, Child Development Center and School Age Services facilities, and an Army and Air Force Exchange Service convenience store and gas station.

Longer term, we will look at relocating our fire and emergency capability to better cover our entire community. Netza-berg, combined with other on-post homes and other build-to-lease housing in the surrounding area, will meet the housing needs and provide some of the community requirements for the new population. Netza-berg is located for easy access to a German state road and has access back to the main camp so families can use the largest post exchange and commissary in Europe (now under construction with an opening date

of summer 2007) and other community resources on South Camp. Total distance is about 6 kilometers from Netza-berg to the new PX.

In BTL, the government establishes a requirement and publishes our need for homes in national and regional newspapers. Financiers develop a plan to secure financing for the project. They also work with contractors to provide ideas for homes.

In this process the garrison can influence the choice of size and the amenities that the homes provide. Once agreement is reached, the builder starts building his homes. Once ready to be occupied, the U.S. government takes over the units and pays the rent. In essence, the government is leasing housing from a private organization to house our family members – and rather than just accepting what is available, is a player from the start and can work to get the best houses for our military families.

I think it's a good deal for both sides. As part of the negotiation phase, we guarantee a 10-year lease on the homes. That means the financier is guaranteed 10 years of rent. Most home owners in the United States would love 10 years' guaranteed rental on their homes.

From the government side of the house, we have found that economies of scale have allowed us to get more amenities and larger homes for our Soldiers. We believe it is a win-win situation for all sides.

The Army is selecting a developer to build a family housing complex which will be "home away from home" for more than 200 American military families. This Italian developer will build homes, duplexes and town homes in a stand-alone community. This will house families of junior enlisted Soldiers and noncommissioned officers in the ranks of private to staff sergeant. Congress recently authorized contracting construction of these 215 units.

The BTL approach provides a balance of government-controlled housing for some Army families, while depending on the private sector as much as possible. The first families will move into Vicenza units in 2008. The site has room to expand to include more housing and community facilities, as in the Netza-berg project in Germany, if separately authorized later.

Another 700 U.S. military families will reside in individual private sector homes and apartments with Italian landlords in the Vicenza community.

Both Netza-berg in Germany and Vicenza in Italy will

Netza-berg: 'Tennessee' model



host large build-to-lease projects that provide quality, affordable, and convenient housing for military families serving their nation overseas.



Staff Ride - France 1940:

Training leaders to win a decisive operational campaign



“We have gone to war with a 1918 army against a German army of 1939.”

— Gen. Maxime Weygand, Supreme Commander, Allied Forces

“Individual leadership was fostered on a scale unrivaled in any other army, right down to the most junior NCO or infantryman, and in this lay the secret of our success.”

— Lt. Gen. Erich von Manstein, Chief of Staff, German Army Group A

by Dr. Andrew Morris
USAREUR Military History Office

Training subordinates is a responsibility all leaders in the Army share. Even at the highest levels, senior commanders need to train their junior generals in the art and science of

www.archives.gov

A German soldier carries ammunition boxes.

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winning wars. One methodology that can accomplish this goal is to invest the time and resources to go to battlefields and study them at a level commensurate with the type of unit doing the training.

Such an exercise is called a staff ride, and one was recently conducted by Gen. David D. McKiernan, U.S. Army, Europe commanding general. In May, he took his senior commanders and principle staff to the Belgian Ardennes to analyze the 1940 campaign between the German army and a loose coalition of French and Belgian forces with British aerial support. Other attendees included general officers from Great Britain, Germany, Poland, Romania, Bulgaria and the U.S. Air Force, Europe.

A staff ride is not a historical tour, but a training event: the focus is not what happened, but why, and what today's leaders can learn from the past that will help with their current and future missions and challenges. The history serves as a medium to facilitate analytical thinking about the military profession.

The May staff ride analyzed the opening stages of the 1940 German campaign that ended, in only six weeks, with the capitulation of France. Although no American Soldiers were involved, this campaign is worth studying as a classic example of how a forward-looking army willing to take calculated risks to achieve decisive and clear objectives can overthrow well-equipped armies that are poorly led, inadequately trained, and crippled by faulty doctrine.

Although this staff ride did not study the long-term implications of the too-easy defeat of France, it allowed USAREUR's senior leaders an opportunity to study leadership, both successful and catastrophic, at an operational level. It facilitated looking at the relationship between doctrine and battlefield victory. It highlighted where and how triumphant generals apply their skills and attention. It demonstrated how properly trained subordinates seize opportunities, take advantage of initiative and daring, and win the fight.

Such training, though not sufficient in and of itself to preclude future failure or ensure success, does allow officers proven at the tactical level to expand their knowledge and experience in a higher arena. It is

1918	Nov. 11 - World War I ends with German defeat.
1919	April 28 - League of Nations founded. June 28 - Signing of the Treaty of Versailles.
1933	Jan. 30 - Adolf Hitler becomes Chancellor of Germany. July 14 - Nazi party declared only party in Germany. Oct. 14 - Germany quits the League of Nations.
1934	Aug 19 - Adolf Hitler becomes Führer of Germany.
1935	March 16 - Hitler violates the Treaty of Versailles, introduces military conscription.
1936	July 18 - Civil war erupts in Spain. Aug. 1 - Olympic games begin in Berlin. Oct. 1 - Franco declared head of Spanish State.
1937	Nov. 5 - Hitler reveals war plans during Hossbach Conference.
1938	Aug. 12 - German military mobilizes. Sept. 30 - British Prime Minister Chamberlain appeases Hitler at Munich. Oct. 15 - German troops occupy the Sudetenland; Czech government resigns.
1939	March 15-16 - Germany take Czechoslovakia. March 28, 1939 - Spanish Civil war ends. May 22, 1939 - Germany signs 'Pact of Steel' with Italy. Aug. 23, 1939 - Germany and Soviets sign Pact. Aug. 25, 1939 - Britain and Poland sign a Mutual Assistance Treaty. Aug. 31, 1939 - British fleet mobilizes; Civilian evacuations begin from London. Sept. 1, 1939 - Germany invades Poland. Sept. 3, 1939 - Britain, France, Australia and New Zealand declare war on Germany. Sept. 10, 1939 - Canada declares war on Germany; Battle of the Atlantic begins. Sept. 17, 1939 - Soviets invade Poland. Sept. 27, 1939 - Warsaw surrenders to Germany. Sept. 29, 1939 - Germany and Soviets divide up Poland. Nov. 8, 1939 - Assassination attempt on Hitler fails. Nov. 30, 1939 - Soviets attack Finland. Dec. 14, 1939 - Soviet Union expelled from the League of Nations.
1940	April 9, 1940 - Germany invades Denmark and Norway.

May 10, 1940 - Germany invades France, Belgium, Luxembourg and the Netherlands.

Source: www.thehistoryplace.com

training at a very high level.

Doctrine and change

In early 1940 no one, including officers of the German general staff, expected a quick campaign. Both sides anticipated a massive collision leading to the sort of static warfare that had characterized the 1914-1918 conflict. Firmly rooted in their recent experience, the Allies planned for a long war leading to eventual victory over an exhausted enemy. Although initial German planning followed similar lines, Lt. Gen. Erich von Manstein, chief of staff of Germany's Army Group A, proposed an alternative plan that sought decisive results.

His concept caught the attention of the German leader, Adolf Hitler, who was unhappy with current planning for a frontal attack across Holland and Belgium. Instead, Hitler adopted Manstein's plan to advance through the "impassable" Ardennes, penetrate French lines near the terminus of the Maginot Line's fortifications at Sedan, and cut through to the coast behind the majority of the Allied armies.

It was exactly the sort of calculated gamble Hitler loved, and it worked. Instead of stagnation, the confrontation was decided in a week. German armored forces raced across the southern Ardennes, sliced behind the

forward deployed French and British armies, including the very best divisions the western Allies had to offer, and trapped them against the English Channel. Although most of the British Expeditionary Force and many French soldiers were evacuated from Dunkirk, as the new British Prime Minister, Winston Churchill, reminded his people, successful retreats do not equal a victory. With the British army rebuilding in England and the French army in disarray, its leaders despondent, France surrendered before the end of June.

Fighting the old war

How could this happen? The French army came out of the massive bloodletting of the Great War in 1918 with a reputation second to none. Indeed, in an excellent after-action review in the early 1920s French officers analyzed their recent experience and their future geopolitical environment and determined on an engineering and technological solution to their principle problem – a permanent inferiority in numbers compared to their German neighbors.

Future war, as they saw it, would be dominated by artillery and characterized by carefully controlled advances of infantry supported by tanks. Attacks would be limited to the depth that the supporting guns could reach, and once that line was attained, then a respite would be necessary to allow decimated infantry formations to reconstitute and to construct roads to advance the guns



The Schlieffen Plan

The summer of 1914, Europe was a tinderbox awaiting a spark, an armed camp with two rival power blocs. There was at first the Triple Alliance composed of Germany, Austria, and Italy. On the other side, the Entente Cordiale between Britain and France gradually merged with the Dual Alliance of France and Russia to become the Triple Entente. With the defection of Italy, Germany and Austria became the Central Powers, which Bulgaria and Turkey eventually joined. The Triple Entente became, with the addition of Italy, the nucleus of the Allied Powers. Germany's location between Russia and France dictated for the Germans a two-front war. To meet this contingency, the German general staff laid plans to defeat France swiftly before the Russians with their ponderous masses could fully mobilize, then to shift forces rapidly to the east and destroy the Russians at will.

The maneuver designed to defeat the French was the handiwork of Germany's gifted former chief of staff, Count Alfred von Schlieffen. Deducing that the French would attack in Alsace and Lorraine, Schlieffen proposed to trap them in a massive single envelopment, a great scythe-like movement through the Low Countries and into northern France, then west and south of Paris. Schlieffen was prepared to give ground on his left wing in Alsace-Lorraine to keep the French armies occupied until a powerful right wing—the tip of the scythe—could complete the envelopment.

The German staff modified the Schlieffen Plan continually between its creation and the start of the war, but one of the plan's major faults was in the area of logistics. Such a massive movement of troops and horses quickly moved beyond available railroad support and could not be sustained. The troops at the tip of the spearhead would have to slow down due to supply problems before they would be able to encircle Paris. Yet the maneuver achieved such surprise that by late August the French and British armies were in full retreat and the threat to Paris was so real that the French government abandoned the city. Only a hastily arranged French counterattack against an exposed German flank saved Paris. That action afforded time for main British and French forces to turn, halt the Germans at the Marne River east of Paris, and drive them back to the Aisne River, 40 miles to the north.

As stalemate developed along the Aisne, each side tried to envelop the northern flank of the other in successive battles that by October had extended the opposing lines all the way to the Belgian coast. Allied and German armies alike went to ground. The landscape from Switzerland to the sea soon was scarred with opposing systems of zigzag, timber-revetted trenches, fronted by tangles of barbed wire sometimes more than 150 feet wide and featured here and there by covered dugouts providing shelter for troops and horses and by observation posts in log bunkers or concrete turrets. Out beyond the trenches and the barbed wire was a muddy desert called No-Man's-Land, where artillery fire had eliminated habitation and vegetation alike ... and where rival patrols clashed

... Yet through it all the opposing lines stood much as they had at the start. For more than two years they would vary less than 10 miles in either direction.

source: American Military History Volume II: The United States Army In A Global Era, 1917-2003. Editor, Richard W. Stewart (www.army.mil)

for the next phase.

Based on their experiences with permanent fortifications, the French built during the 1930s a belt of impregnable cement and earth forts designed to cover their most vulnerable and valuable areas. Named for Andre Maginot, the minister of war who sold the design to a skeptical parliament, the fortified zone ultimately covered the German border from the Swiss frontier to Belgium, with a second zone facing Italy.

Although the Maginot Line has become a synonym for useless military expenditure, the goals of the line were achieved. No German direct attack against the Line was successful with one minor exception. The line worked; it was invulnerable. What was not invulnerable was the post-war alliance with Belgium, the design of France's mobile units and doctrine, and the thought processes and command and control structures for the French army.

Late 1930s French vacillation in the face of German provocation led Belgium to withdraw from the alliance, precluding joint planning and preparations for war. French armor was technically the best in the world, but it was parceled out among the infantry divisions. The miniscule fuel tanks required by French doctrine meant the ve-

hicles frequently ran out of gas before engaging their less-armored German counterparts.

Prepared for a repetition of Germany's Schlieffen Plan of 1914, the Allied high command fell for a German deception plan that fed their preconceptions, rushed into Belgium to meet what they saw as the main attack, and failed to adequately cover the hinge where their movement pivoted on the end of the Maginot line near Sedan.

ing (in the French army) of the changing nature of war or the fact that in the midst of war, changes would have to be made. This difference in approach allowed the Germans to better predict the nature of the fight and to more quickly react to challenges and adapt quicker," he said.

Although the German approach became known as Blitzkrieg (lightning warfare), as Col. (Dr.) Karl-Heinz Frieser of the Bundeswehr pointed

He said, "What stood out for me was the bravery and courage of young soldiers in the French army who were willing to fight to the death, and on-the-spot and in-the-front leadership by the Germany army at division and brigade level commanders. "

Savusa said in implementing the new doctrine, Germany's noncommissioned officers and officers understood their mission and seized the initiative, enabling commanders

to accomplish their objectives.

"Much like the U.S. Army today, German military members between WWI and WWII studied their successes and failures. The German

Although it became known as Blitzkrieg (lightning warfare) ... it was far from the masses of unstoppable tanks portrayed in German propaganda and the Western press. In fact, German tanks were distinctly inferior to the best French and British models. What was superior was German doctrine.

Worst of all, both doctrine and command-and-control technologies were based on a deliberate and controlled battlefield; they did not allow commanders to react quickly to the unexpected.

The German army, in contrast, benefited from losing the Great War by reevaluating their doctrine and organization, keeping what worked, and then merging it with the new armor and aircraft to make something new in the world's military experience.

Brig. Gen David Perkins, commander of USAREUR's Joint Multinational Training Command, analyzed the effects respective doctrine played in the German advance.

"The Germans and French both developed doctrines of sort prior to 1940," Perkins said. "The French focused on fighting the last war better. The Germans focused on developing a doctrine based on a transformation of warfighting and technology. The Germans developed a new way of fighting and also understood that it had to be adaptable as lessons were learned."

The Germans continually refined their doctrine and tactics, techniques and procedures based on experimentation, training and experiences such as in Poland, Perkins said, while the French approach was more rigid.

"There was a lack of understand-

out in his book, "Blitzkrieg Legend," and again on the staff ride, where he served as one of the facilitators, it was far from the mass of unstoppable tanks portrayed in German propaganda and the Western press.

In fact, German tanks were distinctly inferior to the best French and British models. What was superior was German doctrine as implemented by farseeing leaders like Lt. Gen. Heinz Guderian. His XIX Corps overran Luxemburg, brushed aside Belgian screening forces, forced its way through the "impenetrable" Ardennes, and crossed the Meuse River at Sedan in less than four days, a distance the French and many more-traditional German generals expected would require at least a week to 10 days. A week after crossing the Meuse River his panzers were overlooking the sea, 250 kilometers from Sedan.

This lightning campaign, firmly based in well developed doctrine and comprehensively trained tactics, techniques and procedures, was led by officers convinced that they had to show both their own more traditional leaders as well as the enemy that their vision of the future of warfare was correct.

Initiative & adaptability

Command Sgt. Maj. Iuniasolua Savusa, USAREUR command sergeant major, also attended the staff ride.

ny military adapted to the changing environment and adjusted their tactics accordingly," Savusa said. "This, coupled with trained soldiers and leaders with audacity and guts, made their plan far superior to the Allies' and resulted in the defeat of the French army in six weeks."

Perkins said studying the German attack of May 1940 highlighted the importance of flexible response to enemy action.

"The U.S. Army must ensure that our doctrine is not overly constraining but rather enables the commander and units to adjust to changing conditions on the battlefield and the nature of the war it is fighting," Perkins said. "Units need to know how to learn and quickly retrain themselves and possess mental and physical agility to always get inside the enemy's decision cycle."

Suggestions for further reading:

The best works on this campaign are undoubtedly Robert A Doughty, The Breaking Point: Sedan and the Fall of France, 1940, Hamden, Conn.: Archon Books, 1985; and Karl-Heinz Frieser, The Blitzkrieg Legend: The 1940 Campaign in the West, Annapolis, Naval Institute Press, 2005. Additional reading might include Heinz Guderian, Panzer Leader, New York, Da Capo Press, 1996; Alistair Horne, To Lose a Battle: France, 1940, London, Macmillan, 1990; and Florian K. Rothbrust, Guderian's XIXth Panzer Corps and the Battle of France, New York, Praeger, 1990. ★

CHEVRON NOTES

Some two months ago, I had the honor of becoming U.S. Army, Europe's command sergeant major. Before that, I was privileged to serve alongside USAREUR Soldiers in both Afghanistan and Iraq. I have worked with them, talked with them, laughed with them and shared sorrow with them.

My experiences have left me with a profound sense that today's Soldiers are an extraordinary group of people. They deserve extraordinary leadership, and I look to USAREUR's noncommissioned officers to provide the training, mentorship and guidance our Soldiers deserve.

The United States is justly proud of its service members. They embody the ideals of courage, integrity and service before self. The men and women who enlist in our Army today know they do so facing hardship and possible danger, but they choose to accept those challenges of their own free will. They are a volunteer force, as our Army has been for decades, but these volunteers know the risks they are assuming when they swear the oath of service.

Our Soldiers are fighting a war like no other the world has ever

seen. They are fighting an enemy whose primary targets are unarmed civilians, whose favorite weapon is terror. This war reaches to the heart of our nation's beliefs: life, liberty and the pursuit of happiness. Our Soldiers, who joined by their own free will and stay by their own choice, are fighting to defend these beliefs and defeat the terrorists who threaten them.

Noncommissioned officers, these extraordinary Soldiers deserve great leadership. You are responsible for training your Soldiers, inspiring them, sustaining their strength and ensuring their readiness as they go in harm's way. On deployment, in garrison, on exercise, our Soldiers' lives are in many ways squarely in your hands.

You are leading a special kind of Soldier. It takes a special kind of NCO to do that well. Your challenge is the classic challenge of the NCO, raised to an even higher level. "Be, know and do" have long been the watchwords of the NCO corps, but now more than ever your role demands a special dedication: you must be the calm professional; know how to train, mentor and lead your troops to face and complete any mission the Army asks of them. You



must do the thousand tasks an NCO is responsible for, and do them to the best of your ability.

There has never been a better time to serve; there have never been greater Soldiers to lead. There will continue to be greater challenges to meet. To the noncommissioned officers of U.S. Army, Europe: your task is simple. Lead these Soldiers and step up to these challenges.

A handwritten signature in black ink, appearing to read "I. Savusa".

Iuniasolua Savusa
Command Sergeant Major
United States Army, Europe
and Seventh Army



